



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

COMBINED AUTHORITY BOARD

Date: Wednesday, 25 November 2020

Democratic Services

Robert Parkin Dip. LG.
Chief Legal Officer and Monitoring Officer

10:30 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Due to Government guidance on social-distancing and the Covid-19 virus it will not be possible to hold physical meetings of the Combined Authority Board and the Combined Authority's Executive Committees for the time being. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 allows formal local government meetings to be held on a virtual basis, without elected members being physically present together in the same place. Meetings will therefore be held on a virtual basis and the procedure is set out in the "Procedure for Combined Authority Virtual Decision-Making" which will be available to view at the foot of the meeting page under the "Meeting Documents" heading ahead of the meeting. That document will also contain a link which will allow members of the public and press to observe the virtual meetings.

[Venue Address]

AGENDA

Open to Public and Press

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The Combined Authority Board comprises the following members:

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

Public speaking on the agenda items above is encouraged. Speakers must register their wish to speak by making a request in writing to the Monitoring Officer (Robert Parkin) no later than 12.00 noon three working days before the day of the meeting at robert.parkin@cambridgeshirepeterborough-ca.gov.uk. The request must include the name, address and contact details of the person wishing to speak, together with the full text of the question to be asked.

For more information about this meeting, please contact Richenda Greenhill at Richenda.Greenhill@cambridgeshire.gov.uk or on 01223 699171.

Mayor James Palmer
Austen Adams
Councillor Anna Bailey
Councillor Chris Boden
Councillor Steve Count
Councillor Ryan Fuller
Councillor Lewis Herbert
Councillor John Holdich
Councillor Bridget Smith
Jess Bawden
Councillor Ray Bisby

Councillor David Over	
Clerk Name:	Richenda Greenhill
Clerk Telephone:	01223 699171
Clerk Email:	Richenda.Greenhill@cambridgeshire.gov.uk



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 1.2

Cambridgeshire and Peterborough Combined Authority Board: Minutes

Date: Wednesday

Time: 10.30am – 2.30pm (adjourned 1.10pm -1.23pm)

Present: Mayor J Palmer

A Adams - Chair of the Business Board, Councillor A Bailey – East Cambridgeshire District Council, Councillor C Boden – Fenland District Council, Councillor R Fuller – Huntingdonshire District Council, Councillor S Count – Cambridgeshire County Council, Councillor L Herbert – Cambridge City Council (to 1.45pm), Councillor J Holdich – Peterborough City Council and Councillor B Smith – South Cambridgeshire District Council

Co-opted Members: Councillor R Bisby, Acting Police and Crime Commissioner and Councillor Davis Over, Cambridgeshire and Peterborough Fire Authority

Apologies: Jessica Bawden, Cambridgeshire and Peterborough Clinical Commissioning Group

Also present: Councillor L Dupré, Chair of the Overview and Scrutiny Committee

576. Announcements, apologies and declarations of interest

The Mayor stated that Covid-19 continued to have an unprecedented effect on businesses and workers across the region and that the initial impacts on local businesses and unemployment were only now starting to be seen. From February to July 2020 the number of people claiming Universal Credit within Cambridgeshire and Peterborough had increased by 107% to exceed 60,000. This rise in unemployment across the region was concerning, and there were many things which were not known about the labour market and the long-term economic impacts of Covid-19. In order to better understand the impacts of the pandemic the Mayor was trying to visit at least two businesses each week. The message he was taking from business owners was that there were reasons to be cautiously optimistic.

The Combined Authority was doing everything it could to support the businesses hardest hit by the impacts of Covid-19 and also those companies who could power the local economic recovery. This included offering free, impartial 1:1 business advice and helping local small and medium sized enterprises to access the Government's Kickstart scheme. The key message was that the Combined Authority was there to help and that

businesses and people facing unemployment across Cambridgeshire and Peterborough were not facing this alone.

Apologies for absence were received from Councillor Ray Bisby, Acting Police and Crime Commissioner and Jessica Bawden, Director of Primary Care at the Cambridgeshire and Peterborough Clinical Commissioning Group.

Councillor Smith declared an interest in Item 1.6: Cambridgeshire and Peterborough Combined Authority Constitution as a member of the Local Government Association's Executive Board in relation to the LGA's model Code of Conduct and Constitution.

577. Minutes of the meeting on 5 August 2020

The minutes of the meeting on 5 August 2020 were approved as an accurate record, subject to clarification of Councillor Bailey's comments in relation to Item 3.3: A10 Junctions and Dualling. A copy will be signed by the Mayor when it is practical to do so.

578. Petitions

No petitions were received.

579. Public questions

No public questions were received.

580. Forward Plan

The Forward Plan dated 18 September 2020 was reviewed.

It was resolved to:

Approve the Forward Plan.

581. Cambridgeshire and Peterborough Combined Authority Constitution

An Addendum report was published on Friday 25 September to reflect comments and additional recommendations made by the Audit and Governance Committee when it met on Thursday 24 September.

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 1.

In accordance with the requirement that the Constitution should be reviewed on an annual basis the Monitoring Officer and his team had worked on this with stakeholders, held a workshop with the Audit and Governance Committee and submitted the proposals to the Audit and Governance Committee for consideration on 24 September 2020. The Code of Conduct was based around the Local Government Association's draft model and had been adapted to reflect the Combined Authority's position. Officers

were confident that the proposed draft met legal requirements and recommended that this should be adopted now. Changes were proposed to the officer employment procedure to formally bring the Combined Authority into line with the constitutional arrangements of Constituent Councils. Whilst these local government arrangements did not strictly apply to the Combined Authority it was considered that adopting them voluntarily would represent best practice. The proposed procedure was consistent with the views expressed by the Committee on Standards in Public Life. Specific arrangements were proposed for dealing with interim appointments due to the requirement to have the three statutory officers in post and in order to be transparent about how the Combined Authority made interim appointments. A number of officers within the Combined Authority's structure would be classed as deputy chief officers and it was recommended that matters relating to their employment should be reserved to the Chief Executive/ Head of Paid Service.

The Mayor stated that he had received notice from two Members of their wish to move amendments to the recommendations. He also wished to propose an amendment of his own and would take that first.

The Mayor, seconded by Mr Adams, proposed the following amendment (additions in **bold text**, deletions struck through):

1. To approve, and adopt the revisions to the Constitution detailed in this report with effect from 1 November 2020, **subject to the following change:**

That the proposed Officer Employment Procedure Rules be amended so as to:

i. Delete paragraphs 3.2, 3.3 and 3.4

~~3.2 Where it is proposed to appoint a Monitoring Officer, Section 73 Officer (Chief Finance Officer) or Chief Officer on an interim basis and such an appointment is to last for a period of less than nine months pending the appointment of a permanent Monitoring Officer, Section 73 Officer (Chief Finance Officer) or Chief Officer, the Chief Executive will make all necessary arrangements in connection with the appointment subject to the designation of any officer as the Monitoring Officer or Section 73 Officer on an interim basis being reserved to the Combined Authority Board.~~

~~3.3 Where it is proposed to appoint a Head of Paid Service [Chief Executive] on an interim basis and such an appointment is to last for a period of less than nine months pending the appointment of a permanent Head of Paid Service, the Mayor will make all necessary arrangements in connection with the appointment subject to an such appointment being reported to the next meeting of the Combined Authority Board for ratification. No appointment of an Interim Head of Paid Service shall take effect until it has been ratified by the Combined Authority Board.~~

~~3.4 Where it is proposed to appoint a Head of Paid Service (Chief Executive), Monitoring Officer, Section 73 Officer (Chief Finance Officer) or Chief Officer on an interim basis and such an appointment is to last for a period of more than nine~~

~~months or such an appointment was originally made under paragraphs 3.2 or 3.3 above but is to extend beyond nine months, the Employment Committee will make all necessary arrangements in connection with the appointment or the extension of the appointment as the case may be. Any such decision as to the appointment or the extension of the appointment of an interim Head of Paid Service (Chief Executive), Monitoring Officer or Section 73 Officer (Chief Finance Officer) shall be by way of recommendation to the Combined Authority Board.~~

2. Insert new paragraph 3.2:

3.2 Where it is necessary to appoint an interim Head of Paid Service [Chief Executive], Monitoring Officer, or Section 73 Officer [Chief Finance Officer] on an urgent basis that appointment shall be made by the Employment Committee.

3. Renumber section 3 accordingly

Councillor Herbert voiced strong objections to the Mayor's decision to propose his own amendment without notice before considering those amendments proposed by other members of the Board of which he had been given prior notice. The Monitoring Officer confirmed that the order in which amendments were considered was subject to the Chair's discretion.

Councillor Count thanked Councillor Herbert for sharing his initial thoughts on moving an amendment to the recommendations which had prompted discussion of this issue at the Leaders' Strategy meeting the previous day. In Councillor Count's view, the Mayor's amendment represented an appropriate end result of those discussions. The key change would be that any future appointments of an interim Chief Executive, Monitoring Officer or Chief Finance Officer would be made by the Employment Committee rather than by the Mayor. Given the significance of these appointments he considered it right that the Employment Committee should be convened to make these appointments.

On being put to the vote the amendment was carried by a majority vote in favour.

Councillor Herbert, seconded by Councillor Smith, proposed the following amendment to the amended recommendations:

1. Delete paragraph 3.2:

~~3.2 — Where it is necessary to appoint an interim Head of Paid Service [Chief Executive], Monitoring Officer, or Section 73 Officer [Chief Finance Officer] on an urgent basis that appointment shall be made by the Employment Committee.~~

2. Insert new paragraphs 3.2, 3.3 and 3.4:

3.2 Where it is necessary to appoint an interim Head of Paid Service [Chief Executive], Monitoring Officer, Section 73 Officer (Chief Finance Officer) on an urgent basis that appointment shall be by way of a recommendation to the Combined Authority Board from a sub-

committee of the Employment Committee made up of the Mayor [or the Deputy Mayor acting in their place] and three Members of the Employment Committee [or their Substitute Members acting in their place].

- 3.3 Where it is necessary to appoint an interim Chief Officer on an urgent basis that appointment shall be made by a sub-committee of the Employment Committee made up of the Mayor [or the Deputy Mayor acting in their place] and three Members of the Employment Committee [or their Substitute Members acting in their place].**
- 3.4 The sub-committee referred to at paragraphs 3.2 and 3.3 above shall be known as the Urgent Appointments Sub-Committee and shall be chaired by the Mayor or the Deputy Mayor acting in their place.**

Speaking to the amendment, Councillor Herbert commented that the Combined Authority did not in his view have a good record on employment practice in relation to senior staff and this had impacted negatively on its reputation. He welcomed the proposed involvement of the Employment Committee in senior appointments in future. However, he judged that the proposed inclusion of all constituent council leaders on the Committee would make it too large and unwieldy. Instead, his preference would be for the establishment of a smaller sub-committee to consider urgent interim appointments. Councillor Herbert felt that the Combined Authority needed to adopt the same processes as local authorities, although he judged that the situation was not helped by a lack of guidance on this from Government. In his view there had been too many occasions when decisions had been made by a single person and then ratified. In future, he wanted to see the wide advertisement of vacancies and a clear selection process in place.

Councillor Count commented that he saw value in Councillor Herbert's amendment in that it had prompted the discussion which had led to the amendment moved by the Mayor, but that he was unable to support it. The Combined Authority operated under different arrangements to local authorities, but the proposals within the report would see the Combined Authority incorporating local authority best practice where this was appropriate. Given the significance to the organisation of the appointment of its statutory officers he would want all constituent councils to have the opportunity to be actively involved in making these appointments, rather than simply being invited to ratify them.

Councillor Smith spoke in support of Councillor Herbert's amendment which she saw as a welcome alignment with Constituent Councils' practice. She saw no reason why the Combined Authority should not adopt the same approach which she judged to be both business-like and transparent.

On being put to the vote, the amendment was lost.

Councillor Smith, seconded by Councillor Herbert, proposed the following amendment to the amended recommendations:

1. To approve, and adopt the revisions to the Constitution detailed in this report with effect from 1 November 2020 **with the exception of:**

a) the Code of Conduct, until such time as the Local Government Association (LGA) Model Code of Conduct is published in final form.

Speaking to the amendment, Councillor Smith commented that she judged that it was inadvisable to adopt a code of conduct that was based on a model that was only a consultation document at present. She understood the wish to put in place a more robust code of conduct, but she did not feel the current version was suitable for the Combined Authority.

The Mayor sought clarification of whether the final version of the LGA Model Code of Conduct would be automatically adopted into the Combined Authority's Constitution if the Board approved the draft Code currently before it. The Monitoring Officer stated that this would not be the case. Any changes proposed following review of the final version of the LGA Model Code of Conduct would be brought back to the Board for approval via the Audit and Governance Committee.

Councillor Herbert expressed himself to be mystified about why it was proposed to adopt a Code of Conduct based on a version which remained a work in progress. The Monitoring Officer stated that whilst the Code of Conduct before the Board was based on the draft LGA Model it still represented an improvement on the Combined Authority's current Code. It had been produced by a team with wide experience and expert knowledge and it was, in his professional opinion, fit for purpose. There was no legal requirement to adopt a common standard in relation to the Code of Conduct, but the LGA's final version could be taken back to the Audit and Governance Committee to review and to consider whether it needed to be brought back to the Board.

Councillor Bailey commented that the proposed Code of Conduct contained some helpful updates with regards to Members acting in their capacity as a councillor. The lack of consequences for failure to comply with the Code was in her view an issue, but one which went wider than the Combined Authority. On her reading, Councillor Bailey was content with the draft before the Board, but she asked that Councillor Smith should elaborate on her reservations about the detail of the Code of Conduct so that Members could take these fully into account when considering whether or not the proposed Code of Conduct should be approved.

Councillor Smith stated that there was much in the proposed Code of Conduct which was good, but there were also several points which she found unacceptable. This included the statement that in undertaking their role, Members would 'ensure that public resources are used prudently and in the public interest'. Her concern was that whilst she was able to vote against any proposals which she deemed did not meet this test, this would not prevent it being approved if other Board members voted differently. To address this she suggested that the commitment should be changed from 'I will...' to 'I will endeavour...'. Councillor Smith's second concern related to the section dealing with confidentiality and access to information which she felt required more information and could potentially conflict with the organisation's whistle-blowing policy. Her third concern related to the section on breaches of the Code of Conduct as she took exception to the phrase, 'Most Members conduct themselves appropriately and in

accordance with these standards.’ Her view was that the starting point should be an expectation that all Members would conduct themselves in this manner.

Councillor Boden acknowledged the points raised by Councillor Smith, but commented that these did not in his opinion appear fundamental barriers to adopting the proposed Code. He was though disappointed that these concerns had not been shared sooner. In his judgement it was preferable to adopt the version of the Code currently before the Board which he considered to be superior to the existing version rather than to wait until an even better version was available. In response to Councillor Smith’ concern about the requirement to ensure the prudent use of public resources, he judged that in casting her vote she was discharging that responsibility.

Councillor Count commented that the last time the Constitution was reviewed there had been a lot queries raised on points of detail which might have been addressed outside of the meeting and the same thing was happening again. In his judgement the three points raised by Councillor Smith did not render the document invalid. The Monitoring Officer had given his professional opinion that the iteration before the Board was fully workable and represented an improvement on the version currently contained within the Combined Authority’s Constitution. On that basis, he was not prepared to retain an inferior version even if the iteration before the Board did not represent a fully finished article.

Councillor Herbert sought an assurance that the Code of Conduct would be reviewed again when the LGA concluded its work on producing a Model Code. The Mayor stated that the Code of Conduct remained under regular review and that he had no desire to change that. He confirmed that he was content to look again at the Code of Conduct when the LGA had finished its work. The final version would be taken to the Audit and Governance Committee and then to a Leaders’ Strategy meeting where it could be discussed in detail and a decision reached on whether it needed to be brought back to the Board.

Councillor Herbert welcomed the clarification around declarations of interest contained within the proposed Code as he believed there to have been two occasions when an individual did not declare an interest or leave the meeting which this was required. He further welcomed the clarification of the right of appeal for senior staff following dismissal. The Mayor stated that the Combined Authority had always acted in accordance with employment law.

Councillor Smith commented that she had spoken to the Monitoring Officer earlier in the day in relation to the reference to Member use of resources. She used IT equipment provided by South Cambridgeshire District Council (SCDC) rather than equipment provided by the Combined Authority and as such was covered in relation to this by SCDC’s Code of Conduct. The Monitoring Officer stated that Board members were as much members of the Combined Authority as they were members of their home authority. As such, its officers and resources were as much at their disposal as those provided by their home authority. Councillor Count commented that he did not have a Combined Authority laptop, but that he did on occasion use Combined Authority premises for meetings. He understood the inclusion of the section on Member use of resources to be a catch-all statement to ensure that Members were acting appropriately in this regard and to provide assurance to the public.

Councillor Smith further commented that she felt that it was inappropriate for a non-elected person to represent the Mayor at meetings and on other occasions when he had an elected deputy. The Mayor stated that there was a clear difference in his representative at formal or informal meetings and sought clarification of standard practice across combined authorities and the London Mayoral Authority. The Combined Authority Solicitor stated that the protocol relating to deputising for the Mayor had been contained in the iteration of the Constitution which had been approved by the Board in September 2019. The only change around this in the version currently under consideration was that posts within the Mayor's office, with exception of the Mayor's personal assistant, would become politically restricted. The practice of other Combined Authorities and the London Mayoral Authority had been reviewed in drawing up the draft. The Monitoring Officer stated that there was a distinction between those occasions where he was represented by the Statutory Deputy Mayor and those where he was represented by another person to enable him to manage the business of public life.

The Monitoring Officer sought confirmation that in moving to the vote, the Board was content to take account of the recommendation made by the Audit and Governance Committee to make representations to Government in relation to quoracy requirements for combined authority committees. This was confirmed with the consent of the meeting.

On being moved by the Mayor, seconded by Councillor Count, it was resolved by a majority to:

- a) approve, and adopt the revisions to the Constitution detailed in this report with effect from 1 November 2020, subject to the following change:

That the proposed Officer Employment Procedure Rules be amended so as to:

- i. Delete paragraphs 3.2, 3.3 and 3.4.
 - ii. Insert new paragraph 3.2:
 - 3.2 Where it is necessary to appoint an interim Head of Paid Service [Chief Executive], Monitoring Officer, or Section 73 Officer [Chief Finance Officer] on an urgent basis that appointment shall be made by the Employment Committee.
 - iii. Renumber section 3 accordingly.
- b) authorise the Monitoring Officer to update the Constitution with the recommended revisions and to make any consequential amendments.

582. Business Plan Update

The Board received a mid-year update on the Combined Authority Business Plan. This included a new section addressing the Authority's response to Covid-19. Two additions were proposed to the Combined Authority's list of key projects: the A141 Bypass and Business Board Growth Services. In addition, the Business Board/ Tracking of the

Local Industrial Strategy project had been re-named Business Board Growth Investment to better reflect the scope of the programme.

Councillor Herbert welcomed the presentation of the report as a clear way of sharing information. However, he judged that some of the biggest projects merited further detail. Specifically, he sought an update on A47 Dualling and whether Highways England's (HE) letter of 3 September 2020 meant that a number of projects including the A47 would not progress. The Director of Delivery and Strategy stated that business case documents had been prepared for the A47 and that there had been encouraging conversations with HE, so it was disappointing that this had not been included in the HE programme. Councillor Count commented that the A47 represented a vital part of the Combined Authority's levelling-up agenda. It was imperative that the Board receive formal feedback from Ministers or officials setting out formally how the A47 would be delivered and he asked that officers should press for this. The Mayor concurred, stating that the A47 was a priority project and that a timeline was needed from Government. The Director of Delivery and Strategy stated that representations had been made on this in the context of the spending review and that a further meeting was scheduled with HE the following week. He suggested that officers might bring a report on this to the next meeting when the position would be more clear. The Mayor accepted this offer and commented that he was also pressing hard on this and would continue to do so.

Councillor Herbert further asked for a public report on the projects contained within the Devolution Deal. The Mayor stated that he would be happy to bring that before the Board. Councillor Count subsequently commented that an update on Devolution Deal projects was due to be considered at the Leaders' Strategy meeting so discussion on how this might be taken forward was already in hand.

On being proposed by the Mayor, seconded by Councillor Bailey, it was resolved unanimously to

Approve the 2020/21 Business Plan mid-year update.

583. Performance Report

The Performance Report set out the position on delivery against the key metrics of gross value added (GVA), jobs and housing to the end of August 2020. There was a net upward movement of two projects and two projects were rated red.

Councillor Smith questioned the value of the historical data contained within the report as it did not reflect the situation in relation to Covid-19. Officers confirmed that the data did not yet reflect the experience during Covid, noting that data in relation to housing had been delayed as this was obtained in person through site visits.

Councillor Smith further commented that there had been a significant increase in the number of claims for universal credit and that whilst there had been growth in some sectors the situation was very difficult for others. She acknowledged the significant amount of work being done in response to Covid-19 by the Director of Business and Skills and his team and commented that she would like to see that presented to the Board. Mr Adams commented that the situation was evolving very quickly. The data

contained within the Covid-19 Evidence Base and Insight Report answered some of those questions and showed the direction of travel on some key metrics, but there was a need for more real-time reporting so that investment and support could be steered accordingly.

Councillor Count commented that the Devolution Deal represented a 30 year programme. The United Kingdom relied on areas like Cambridgeshire which were contributing positively to the Treasury so it was vital to get back on track. He was not willing to lower his expectations on this.

The Mayor highlighted the investment which had been made into business including recently through additional Covid-related funding, commenting that the impact of the right type of investment into a business was substantial. The Combined Authority had been able to deliver at pace due to the Business Board's work in this area and he hoped to be able to follow up on the Covid-19 response going forward.

The September Delivery Dashboard was noted.

584. Budget monitor report: September 2020

The report set out the updated financial position to July 2020. The Board's attention was drawn to two changes to grant income since the last report. These were a £486k allocation for sector-based work academies and high value courses in the area announced by the Department for Education which would be delivered through Adult Education Budget funding and £210k from the Ministry of Housing, Communities and Local Government for peer to peer business support grants. The fall in interest rates had impacted on the interest received on investments and there had been slippage in relation to the Health and Care Sector Work Academy. The capital programme reflected the adjustments approved by the Board in August 2020. In March 2018 the Board had considered a business case for Digital Connectivity Infrastructure. The medium term financial plan (MTFP) had not been updated to show that this had been approved so the Board was invited to confirm this approval so that the MTFP could be updated accordingly.

Councillor Smith commented that she understood that the Skills Team had been disbanded and asked whether this should be reflected within the in-year variances. The Director of Business and Skills clarified that the Skills Team was not being disbanded; two officers had been made redundant and would be replaced by officers at a higher grade. The intention was to create the Growth Co and this would be reflected in the draft budget and MTFP for the next and future years which would be brought before the Board in the coming months. Councillor Smith further asked for more information on the Local Enterprise Partnership (LEP) core funding and how it was spent, the LEP capacity funding and the £144k expenditure on Committee and Business Board allowances. The Director of Business and Skills offered a note on this and confirmed that the figure relating to allowances was an annual sum and that it was spent in full. Councillor Smith further asked whether it was realistic to expect the capital budget to be spent in full given the impact of Covid-19. The Director of Business and Skills stated that this remained the case because projects had been selected which could deliver on this timescale and capital had been redeployed where appropriate. He remained

confident that the full sum would be spent in-year. The Mayor noted that savings had also been made through the re-structure of the Business Board.

On being proposed by Councillor Count, seconded by Councillor Boden, was resolved unanimously to:

- a) Note the updated financial position of the Combined Authority for the year.
- b) Approve the 2020-21 'subject to approval' budget of £1,040k for the Digital Connectivity Infrastructure Programme, in line with the Business Case presented in March 2018.

585. Cambridgeshire Autonomous Metro (CAM) Special Purpose Vehicle Shareholder Agreement

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 1.

The Board was advised that incorporation of the Special Purpose Vehicle (SPV) had occurred to create OneCAM Ltd and that the company would be capitalised after this meeting. The SPV was a tool to provide the Combined Authority with strategic control and the opportunity to review and monitor its activities while respecting its autonomy to deliver its work. The recommendation to appoint Professor Lord Robert Mair CBE as the Chair of OneCAM Ltd followed an interview panel. Lord Mair's CV had been published alongside the agenda for the meeting and it was proposed that he should receive remuneration of £80k per annum, a sum analogous to that paid for comparable roles within the sector. Recruitment of non-executive directors was underway and the Chair would have a crucial role to play in this process once appointed. Their remuneration would be commensurate with experience and would be confirmed when the appointments were recommended. The global search firm Redgrave had been engaged to identify suitable candidates for the role of chief executive in addition to an open advertisement in The Times online and on the Combined Authority website and a number of outstanding candidates had been identified to date. The report also contained an update on the procurement process for conceptual design and a full report and recommendations to appoint would be brought to the Board in November 2020 via the Transport and Infrastructure Committee. Officers were working to update the Forward Plan to show when further updates on the SPV would be taken to the Transport and Infrastructure Committee and the Combined Authority Board and the Monitoring Officer also welcomed the opportunity to work with the Overview and Scrutiny Committee on this.

Councillor Herbert indicated his intention to abstain from voting on this item. In his view, the appointment process for the Chief Executive and Director of Strategy posts was opaque in relation to both its timetable and decision-making. He asked for clarification of the current executive directors of OneCAM Ltd and how the procurement process for the conceptual design fit with the timetable for the outline business case (OBC). Mr Hill, Chief Executive, stated that a worldwide executive search had been carried out for the chief executive role. A long list of eight candidates had been identified who demonstrated national standing and expertise and paragraph 5.10 of the

report set out proposals around the interview panel and timetable for these posts. Mr Hill expressed the hope that Board members would be satisfied that candidates of the highest calibre had been identified when they met them. The membership of the interview panel was yet to be agreed, but he would like to see it include Lord Mair if his appointment as Chair of OneCAM Ltd was approved by the Board. Both of the Combined Authority's Joint Chief Executives had been involved in the long-listing of candidates and Mr Hill undertook to share proposals on the interview panel and the timetable for the recruitment of the Chief Executive and Executive Directors with the Board outside of the meeting after discussions with Lord Mair.

Ms Sawyer, Chief Executive, stated that considerable work had been done around the timetabling of the OBC. Officers were developing the procurement process for the conceptual design based on the advice of the Technology Advisory Group. Initial discussions had also taken place with the market regarding the design vehicle and further details would be taken to the Transport and Infrastructure Committee with regular updates to the Board. The intention was that the procurement process would not impact on the OBC. Given the complexity of the issue, Councillor Smith asked that a summary of the timeline should be circulated in writing outside of the meeting.

Councillor Smith asked how many days per month the Chair of OneCAM Ltd would be working. Officers estimated that it would be around 1.5 days per week or around 35 days per year. This figure had been discussed with Lord Mair.

Councillor Count commented that Lord Mair had an exceptional CV and would, in his view, be a true asset to the project. Schedule 1 to the report helpfully set out the division of responsibilities between the Combined Authority and OneCAM Ltd and he suggested that, as a next step, officers should give consideration to producing a risk matrix based on this in order to identify both the risks and mitigations in good time. He further suggested that this would also be a good approach to take in relation to the OBC and asked that this should also be considered.

On being proposed by the Mayor, seconded by Councillor Holdich, it was resolved by a majority to:

- a) Agree to enter into a Shareholder and SPV Agreement on the Heads of Terms accompanying this report.
- b) Approve the appointment of Lord Robert Mair as Chair of the SPV.
- c) Agree the annual remuneration for the role of Chair as £80,000.
- d) Agree to enter into a Service Level Agreement between the Combined Authority and SPV, to provide the SPV with operational resources and support.
- e) Approve the drawdown of £2,706,905 for the Delivery and Strategy Writing and a further £1,516,823 for Client Side Advisory from the Medium Term Financial Plan.

The Mayor commented that this was an exciting time for the CAM project. Whilst acknowledging the engineering challenges which it posed he emphasised the impact

which it would have on Cambridgeshire and the surrounding area. The gravitas of the project was underlined by its ability to attract someone of the calibre of Lord Mair to want to take on the role of Chair of OneCAM Ltd. He recognised that there were differences of opinion within the Board in relation to SPVs, but drew attention to the success of its use in relation to the University of Peterborough.

586. A10 Dualling and junctions

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 1.

The Board received an update on the A10 Dualling and Junctions project and was invited to approve the release of the capital budget of £2 million allocated as "subject to approval" within the Medium Term Financial Plan (MTFP). A further request was made to delegate authority to the Director of Delivery and Strategy, in consultation with the Chair of the Transport and Infrastructure Committee, to develop and procure outline business case stage suppliers following a Major Route Network (MRN)/ Large Local Majors (LLM) funding decision by Department for Transport (DfT). The importance of the A10 corridor was well-known to the Board. Work on the strategic outline business case was now complete and a virtual public exhibition had been arranged to support Covid-safe public engagement which had been very well attended. The exhibition had covered the seven options under consideration and which, subject to the response from the DfT, would be included in the full public consultation. The Combined Authority had previously submitted two funding bids for junctions and dualling. Approval had been given in the Spring Budget to proceed to the next stage of work in relation to junctions and officers continued to press for a decision to proceed with work on dualling too. The request in the report to delegate authority to the Director of Delivery and Strategy sought to maintain programme pace by allowing officers to proceed under delegated authority as soon as DfT approval was received. The Board would be updated on the outcome of the DfT's decision when this was known.

It was proposed that the Combined Authority would procure, via Cambridgeshire County Council, an employer's agent to manage the technical aspects of developing the elements of the OBC. The project would be led and managed by a project board and monitoring and evaluation criteria would be set and an external evaluation conducted at the next gateway stage. Discussions would continue in relation to interfaces with other key projects and delivery of the scheme would continue to align with the Cambridgeshire and Peterborough Independent Economic Review (CPIER) report, the Local Transport Plan, the recommendations of the Cambridgeshire and Peterborough Climate Change Commission and feedback from constituent councils and the public. The Strategic Outline business case (SOBC) had been delivered within budget and it was intended that the OBC stage would be jointly funded with DfT and Combined Authority contributions.

Councillor Smith commented that there had been overwhelming support in response to the virtual exhibition to something being done to improve the A10, but that her recollection was that there had not been decisive support in favour of any particular option. She asked when a decision from the DfT could realistically be expected. Officers stated that discussions were continuing with the DfT and engagement

remained positive. Whilst it would not be appropriate to attempt to pre-judge the DfT's decision there had been a commitment made in the Budget to progress work on junctions and officers were seeking to link the A10 junctions and dualling projects. With regards to the public exhibition, there had been strong public support in favour of an intervention with a degree of preference for dualling, but there had not been a clear preference expressed between the routes proposed. At the current time all options remained open ahead of the formal public consultation.

Councillor Herbert commented that the project was entirely dependent on the DfT's decision and sought clarification of when it was envisaged that either the £2m capital budget or any other approved funding would be spent. The Head of Transport stated that it would be imprudent to start engaging a supply chain ahead of a decision from the DfT so it was not proposed to use the funding until this decision was received.

Councillor Bailey commented that the only option which attracted more agreement than disagreement at the public exhibition was dualling and that support for the dualling option was overwhelming amongst East Cambridgeshire's residents. The current congestion on the A10 had a significant knock-on effect on other roads in the area and there was a need to get traffic back onto the strategic road network where it belonged. Alongside this was the wish to take traffic off of the road network completely by offering viable transport alternatives, including considering how the proposals would link up with the north portal of the CAM at Waterbeach. Councillor Bailey welcomed officers' recognition of the need to future-proof the proposals. East Cambridgeshire District Council also deemed that it would be important to have a separate off-road cycle route between Cambridge and Ely.

On being proposed by the Mayor, seconded by Councillor Bailey, it was resolved unanimously to:

- a) Note progress since the August board report;
- b) Approve the release of the capital budget of £2 million allocated as "subject to approval" within the Medium Term Financial Plan (MFTP);
- c) Delegate authority to the Director of Delivery and Strategy, in consultation with the Chair of the Transport and Infrastructure Committee, to develop and procure OBC stage suppliers following a Major Route Network (MRN)/ Large Local Majors (LLM) funding decision by Department for Transport (DfT).

The vote in favour included all of the Members appointed by Constituent Councils, including the members appointed by Cambridgeshire County Council and Peterborough City Council.

The meeting adjourned between 1.10pm and 1.23pm.

587. Market Towns programme investment prospectus: approval of first tranche of programmes

The Mayor stated that the report contained four appendices which were exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act

1972, as amended, in that it would not be in the public interest for this information to be disclosed: information relating to the financial or business affairs of any particular person, including the authority holding that information. He asked whether any member of the Board wished to discuss the exempt appendices. No member expressed the wish to do so.

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 1.

The Board's approval was sought for the first tranche of proposals received for Huntingdonshire and Fenland under the Market Towns Programme Investment Prospectus. All of the proposals had been independently assessed and appraised. Officers continued to work with local authority leads and further proposals would be brought before the Board in November 2020 and January 2021.

Councillor Smith asked how local communities were involved in developing the plans and what on-going consultation and flexibility to adapt was built into this. Officers stated that 'town teams' had been established to ensure local consultation and engagement. Regular meetings and workshops had been held with local stakeholders and these had informed the development of each town's Masterplan. Work was now looking at the funding to address the priorities identified in those Masterplans. Town team leads continued to work to ensure that the projects identified would deliver to this and that they reflected the evolving Covid situation. The Mayor stated that the Masterplans had been driven by district councils who had engaged with local stakeholders. He had then met with council leaders to discuss the proposals which these discussions had generated.

Councillor Fuller commented that there had been extensive stakeholder consultation by Huntingdonshire District Council. As projects moved into the delivery phase with costed proposals a full consultation could take place. The Huntingdonshire Masterplan had been approved pre-Covid in February 2020 and so this would need to be reviewed in light of the changed situation.

On being proposed by the Mayor, seconded by Councillor Boden, it was resolved unanimously to:

Approve the first tranche of project proposals received for Huntingdonshire and Fenland under the Market Towns Programme Investment Prospectus.

By recommendation to the Combined Authority Board

Recommendations from the Transport and Infrastructure Committee

588. CAM outline business case non-statutory consultation (central tunnel section) summary report

The Board received a report setting out the findings of the CAM outline business case non-statutory consultation (tunnel section). The findings had been reported to the Transport and Infrastructure Committee on 9 September 2020 where they had been endorsed unanimously. Ms Sawyer, Chief Executive, stated that there had been a fantastic response to the consultation with up to 84% support in relation to the CAM proposals.

The findings of the summary report were noted.

589. Response to England's Economic Heartlands transport strategy consultation

The Board considered the proposed response to England's Economic Heartland's (EEH) transport strategy consultation on a sub-national transport body and connectivity study. The Combined Authority had Associate Member status of EEH. The five proposed policy priorities within the EEH Transport Strategy were generally aligned to the Combined Authority's growth ambitions, business plan and Local Transport Plan, although there was a recognition that these priorities would need to be reviewed in the light of Covid-19. Work on the Peterborough/ Northampton/ Oxford corridor was at scoping stage and work was in hand to ensure that this aligned with the Combined Authority's work on the A47. The proposed response had been presented to the Transport and Infrastructure Committee on 9 September 2020 where it was endorsed by a majority of those present. The Committee had concluded that EEH needed to clarify its geography.

On being proposed by the Mayor, seconded by Councillor Count, it was resolved unanimously to:

Approve the public consultation response to the England Economic Heartland's (EEH) Transport Strategy and proposal for a sub-national transport body.

Councillor Herbert left the meeting at 1.40pm.

590. Bus reform

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 1.

Covid-19 continued to have a significant impact on the bus market. In response to this, the Transport and Infrastructure Committee had agreed unanimously on 9 September 2020 to amend the Bus Reform Task Force milestones. The Mayor stated that Covid-

19 had had a significant impact on bus use. Conversations were continuing about this with Government and significant work was being done at officer level by both the Combined Authority and Cambridgeshire County Council.

On being proposed by the Mayor, seconded by Councillor Bailey, it was resolved unanimously by those present to:

Approve the remaining £1.2 million budget provision set out in the Medium Term Financial Plan, to be used to fund short-term innovation trials to inform subsequent reform proposals, and to delegate the detailed allocation of the budget to trials to the Director of Delivery and Strategy in consultation with the Chair of the Committee, subject to reporting the detail back to future Transport and Infrastructure Committee meetings.

The vote in favour included six Members appointed by Constituent Councils, including the members appointed by Cambridgeshire County Council and Peterborough City Council.

Recommendations from the Skills Committee

591. Sector-based work academy and high value courses

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 1.

The Board's approval was sought to allocate £486,297 to the Adult Education budget for sector-based work academies and high value courses once this additional funding was received from the Department for Education. Further approval was sought to delegate authority to the Skills Committee to spend these funds. The proposals had been considered by the Skills Committee on 14 September 2020 where they were endorsed unanimously by those present.

Councillor Holdich, Chair of the Skills Committee and Lead Member for Skills, commended the recommendations to the Board. The proposals were based on extensive background work and would meet a clear current and future need. He expressed his thanks to officers for their work on this. The Mayor echoed the endorsement of the exceptional work done by the Director of Business and Skills and his team in response to Covid-19.

On being proposed by Councillor Holdich, seconded by Mr Adams, it was resolved unanimously by those present to:

- a) Allocate the £486,297, once received, from the Department for Education (DfE) to the Adult Education Budget (AEB).
- b) Delegate authority to the Skills Committee for the spend allocation of the £486,297 including:

- the spend of the funding of £241,361 across the 20/21 and 21/22 financial years for the creation of sector-based work academies
- the spend of funding of £244,936 to offer an enhanced one-year classroom based course for those students who have left school or college with no job, apprenticeship, placement, university or course to go to across the 20/21 and 21/22 financial years
- the spend on Sector-Based Work Academies and High Value Courses

592. Business Growth Service – full business case

The Local Industrial Strategy (LIS) consisted of five key parts and the Business Board was tasked with implementing these. The Business Growth Service was the vehicle through which it was proposed that this was delivered. Together, the package of measures being recommended formed a key part of the Business Board's strategy and would deliver one third of its interventions over the next six years. A number of conditions had been set for Combined Authority Board approval of the full business case at outline business case stage and all of these had been met. Two further conditions had also been imposed to ensure that the proposals had been adapted to take account of Covid-19 and that the impact of Covid-19 on Enterprise Zone receipts did not have a significant impact on this service. Once recruited, the chairperson would present a report on performance against objectives to every second meeting of the Skills Committee and Business Board and twice yearly to the Combined Authority Board.

Councillor Smith commented that Councillor Herbert had given notice of his wish to move an amendment to the report. Councillor Herbert had now left the meeting, but she was willing to move the amendment if another member was willing to second it. No seconder was declared and the Board moved to discuss the officer recommendations.

Councillor Smith asked about progress on recruiting a chairperson for the Business Growth Service. The Director of Business and Skills stated that a recruitment company was handling the process. The role had been advertised locally and on national recruitment websites and two applications had been received to date.

On being proposed by Mr Adams, seconded by the Mayor, it was resolved unanimously by those present to:

- a) Approve and adopt the Full Business Case (FBC) to mobilise the delivery of the Business Growth Service.
- b) Agree that the conditions for FBC approval set at Outline Business Case have been met, specifically:
 - i. Confirmation of EU funding, and the conditions set out in item 4.2 for contracting only upon further correspondence from the Ministry of Housing, Communities and Local Government.
 - ii. Appointment of a delivery partner

- iii. Submission of 3-year cash flow forecast; monthly for year 1 and annual thereafter.
 - iv. Contact / Involvement of HMRC to upskill Growth Hub staff
 - v. Discussions with local authority partners on availability of in-kind support via use of local authority office space, provision of secretariat and officer time.
 - vi. Submission of an independent state aid report covering:
 - i. ESF and ERDF application and utilisation;
 - ii. allocation of £2.335m of the authority's revenue budget to Growth Service Management Company Ltd;
 - iii. Management of Capital Growth Fund
 - vii. Submission of Sustainability and Environmental policy for the Growth Service Management Company Ltd
 - viii. Submission of evidence to support the claim of delivering 2.8 new jobs per firm receiving supported in-depth coaching
- c) Agree that additional conditions, to be considered post-Covid-19, have been met, specifically:
- i. That the Service has been appropriately adapted to support the Local Covid-19 Economic Recovery Strategy
 - ii. That the impacts of Covid-19 on contributing funding from Enterprise Zone, business rates receipts, have been appropriately considered.
- c) Delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, the Monitoring Officer and the Chief Financial Officer (Section 73), to contract the preferred bidder to commence the Service during October 2020.

Recommendations from the Business Board

593. Local growth fund programme management September 2020

The Board received an update on Local Growth Fund (LGF) programme management to 14 August 2020. This included an update on the Getting Building Fund and a review of the lessons learned. A number of ideas had been proposed for development which officers would look to build in to future arrangements. The release of the final third of the LGF grant payment was awaited. To date, £89.2m had been paid out with £1.1m left to allocate. There were 16 live projects in delivery and a further seven projects at pre-contract stage. The Board's approval was sought to a project change request for the Photocentric project. This related to the site and scale of the grant proposals and there would be no negative impact on outcomes. The Covid-19 Capital Grant Scheme continued to make payments and monthly monitoring continued to show the jobs generated. Metro Dynamics and Eksogen were currently carrying out deep dives and the findings of these would be included in the next report to the Board. A review of LGF process was being led by Professor Andy Neely, Vice Chair of the Business Board.

Councillor Smith welcomed Professor Neely's involvement in the review of the LGF process and asked where the findings of this work would be reported. She further asked whether there was any risk that the final third of the LGF grant payment would not be forthcoming. Officers stated that the outcome of the LGF process review would be reported to the Combined Authority Board via the Business Board as part of the regular LGF programme management report. Sufficient projects were lined up to ensure that none of the remaining funding would be left unallocated.

On being proposed by Mr Adams, seconded by the Mayor, it was resolved unanimously by those present to:

- a) Approve the project change request for the Photocentric Local Growth Fund project.
- b) Note the programme updates contained in the report to the Business Board meeting on 15 September 2020.
- c) Note the funding position and forecast for Local Growth Fund Projects in delivery.

594. Growth deal project proposals September 2020

The Mayor stated that the report contained four appendices which were exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed: information relating to the financial or business affairs of any particular person, including the authority holding that information. He asked whether any member of the Board wished to discuss the exempt appendices. No member expressed the wish to do so.

The Board was advised that the Business Board had considered two project proposals at its meeting on 15 September 2020. The Peterborough City Centre project would cost around £800k and would be run by Peterborough City Council which would also provide an additional £180k funding. The project had scored well against evaluation and was endorsed unanimously by the Business Board for approval. The Cambridge Market Place Project sought £700k to finance the redevelopment of the market square with no match funding in place. Appraisal of the proposal suggested a high level of risk if match funding was not forthcoming so the project was not recommended by the Business Board for approval at this stage, but the applicant had been invited to revise their bid and re-apply.

Councillor Bailey commented that the wording in the report around the Business Board recommendation was unclear and asked that this should be reviewed.

The Mayor emphasised the importance of working with town and city centre teams. The Cambridge City team was still looking at the options for the Market Place Project and he expressed the wish to continue working with them on this.

On being proposed by Mr Adams, seconded by Councillor Bailey, it was resolved unanimously by those present to:

- a) Approve funding for the project ranked 1 (Peterborough City Centre project) in table 2.9 of the report to the Business Board based on the project scoring criteria and external evaluation recommendation; and
- b) Decline approval of funding at this time for the project ranked 2 (Cambridge Market Place Project) in the table at 2.9 of the report to the Business Board based on the project not meeting the scoring criteria

595. Covid-19 Economic Recovery Strategy

The Board was invited to review and approve the first draft of the Local Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough. The Director of Business and Skills stated that this represented a first draft of the strategy which had been produced in order to be ready for the end of the furlough scheme. It was proposed that a second draft would be brought back to the Board in November 2020 which would be more rigorously tied to the emerging evidence base. The current version had been co-created with Constituent Councils and the Greater Cambridge Partnership and represented an ambitious and optimistic vision. Thirty of the thirty six proposed interventions were funded, practical and could be implemented immediately. Work was continuing on the remaining six currently unfunded interventions proposed, three of which were at a relatively early stage of development. The proposals represented a whole economy strategy and officers would work with city and district councils in relation to this.

Councillor Boden welcomed the work taking place with city and district councils to make the strategy fit for purpose locally. He judged that it would be important not to over-promise on what could be achieved, but commented that the Strategy would still be able to make an important difference. However, he expressed reservations about the large number of interventions proposed, commenting that in an attempt to be comprehensive there was a risk of losing focus on maximising impact with limited resources and officer time. Councillor Boden commented that the cost effectiveness of the strategies was not set out and that in future iterations of the report he would like to see more focus, prioritisation and the cost benefit for each intervention.

Councillor Smith welcomed the proposal to bring a further draft back to the Board for consideration. She had discussed the current draft with the Cabinet at South Cambridgeshire District Council and in their view the green recovery was not sufficiently clear, interventions on specific support interventions for rural villages was lacking and interventions in support of young people were too hidden within the strategy. She undertook to send further detailed comments outside of the meeting.

Mr Adams commented that the work being carried out by Metro Dynamics would help inform the prioritisation of the various initiatives. The situation remained dynamic and highlighted the need to drive agility into the decision-making process. He judged that it was better to agree a direction of travel and start work rather than allowing perfection to get in the way of progress. The Mayor welcomed the clarity and value of this business perspective.

On being proposed by Mr Adams, seconded by Councillor Bailey, it was resolved unanimously by those present to:

- a) Approve the first draft of the Local Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough.
- b) Note that the final draft of the Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough will be brought back in November 2020 for final approval.

596. Covid-19 evidence base and insight report

The report was withdrawn.

(Mayor)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 1.5

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published Friday 13 November 2020

Purpose

The Forward Plan sets out all of the decisions which the Combined Authority Board and Executive Committees will be taking in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

The Forward Plan is a live document which is updated regularly and published on the [Combined Authority website](#) (click the Forward Plan' button to view). At least 28 clear days' notice will be given of any key decisions to be taken.

What is a key decision?

A key decision is one which, in the view of the Overview and Scrutiny Committee, is likely to:

- i. result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to (usually £500,000 or more); or
- ii. have a significant effect on communities living or working in an area made up of two or more wards or electoral divisions in the area.

Non-key decisions and update reports

For transparency, the Forward Plan also includes all non-key decisions and update reports to be considered by the Combined Authority Board and Executive Committees.

Access to reports

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from Robert Parkin, Chief Legal Officer and Monitoring Officer for the Combined Authority at Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk.

The Forward Plan will state if any reports or appendices are likely to be exempt from publication or confidential and may be discussed in private. If you want to make representations that a decision which it is proposed will be taken in private should instead be taken in public please contact Robert Parkin, Chief Legal Officer and Monitoring Officer at Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk at least five working days before the decision is due to be made.

Notice of decisions

Notice of the Combined Authority Board's decisions and Executive Committee decisions will be published online within three days of a public meeting taking place.

Standing items at Executive Committee meetings

The following reports are standing items and will be considered by at each meeting of the relevant committee. The most recently published Forward Plan will also be included on the agenda for each Executive Committee meeting:

Housing and Communities Committee

1. £100m Affordable Housing Programme Update
2. £70m Cambridge City Council Affordable Housing Programme: Update
3. £100k Homes and Community Land Trusts Update

Skills Committee

1. Budget and Performance Report
2. Employment and Skills Board Update

Transport and Infrastructure Committee

1. Budget Monitor Update
2. Performance Report

Combined Authority Board – 25 November 2020

Governance Items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1.	Minutes of the meeting on 30 September 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
2.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
3.	Combined Authority Appointments: November 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To make appointments to the Employment Committee and note changes to the Combined Authority Board (substitute member) and Overview and Scrutiny Committee.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
4.	Appointment of Chief Executive of OneCAM Ltd	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To appoint the Chief Executive of OneCAM Ltd	Relevant internal and external stakeholders	John Hill Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
5.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count Lead Member for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
6.	Draft 2021-22 Budget and Medium Term Financial Plan to 2024-25 for public consultation	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve the Draft Budget for 2021/22 and the Medium Term Financial Plan to 2024/25 for consultation purposes and approve the timetable for consultation and those to be consulted.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count Lead Member for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Mayoral decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
7.	Allocation of Additional funds to Highways Agencies	Mayor James Palmer	25 November 2020	Key decision 2020/080	To consult the Board and allocate pothole grants, Challenge Fund and Home to School Transport funds to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as Highways Authorities.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8.	Allocation of Getting Building Fund	Mayor James Palmer	25 November 2020	For noting	To advise the Board of Key Decision 2020/081 made by the Mayor on 5 November 2020 under General Exception Arrangements.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									appendices to be published.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
9.	Devolution Deal, Gainshare Gateway Review and Combined Authority Prospectus	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To provide a review of the Devolution Deal Agreement	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
10.	CAM Special Purpose Vehicle – Budget Update and Award of the CAM	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/068	To provide an update on the progress of the project (including the procurement)	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Conceptual Design Contract				and budget, and seek approval to award the CAM Conceptual Design Contract.				report and relevant appendices to be published.
11.	Fenland Regeneration: Stations	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/063	To consider the outcomes of the business case and proposals to approve the drawdown of budget to proceed to the next stage.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
12.	Fengate Phase 1	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/079	To summarise the outcome of the Strategic Outline Business Case and seek approval for funding to commence the	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Full Business Case and detailed design.				appendices to be published.
13.	Market Towns Programme Investment Prospectus – Approval of Second Tranche of Recommended Projects [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/042	To approve the second tranche of recommended projects under the Market Towns Programme Investment Prospectus.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
14.	Oxford to Cambridge Arc	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To provide an update on the Combined Authority's work with the OxCam Arc.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									appendices to be published.

By recommendation to the Combined Authority Board

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
15.	Local Transport Plan CAM Sub Strategy	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/074	To consider the outcomes of the consultation and recommendations regarding the adoption of the Local Transport Plan CAM Sub Strategy.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
16.	March Area Transport Study	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/075	To consider a recommendation to approve a budget to construct the programme of Quick Wins as part of the March Area Transport Strategy.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
17.	A47 Dualling	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To provide and update on the A47 Dualling project and next steps.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
18.	Cambridge South East Transport Better Public Transport and	Cambridgeshire and Peterborough	25 November 2020	Decision	To approve delegated authority to	Relevant internal and external stakeholders	Paul Raynes Director of Delivery	Mayor James Palmer	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Active Travel Consultation	Combined Authority Board			respond to the consultation.		and Strategy		documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
19.	Local Growth Fund Programme Management November 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/060	To approve allocation of the remaining Local Growth Fund and funding to the Eastern Agri-tech Growth Initiative scheme plus note the programme review.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
								Economic Growth	to be published
20.	Growth Deal Project Proposals November 2020 [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/069	To review and approve the recommendations from the Business Board for individual project funding.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
21.	Local Economic Recovery Strategy Update	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To update members on the latest version of the Local Economic Recovery Strategy following further evidence-based insight.	Relevant internal and external stakeholders including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
								Economic Growth	
22.	Business Board Annual Report 2019/20 and Annual Delivery Plan 2020/21	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	To note	To note the Business and Skills Annual Report and Delivery Plan.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
23.	iMET Project Local Growth Fund Recovery [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/078	To approve recommendations for the recovery of Local Growth Funding from the iMET project.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
								Economic Growth	
24.	Kickstart Scheme	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/066	To approve mobilisation plans for the Scheme to enhance job creation in Cambridgeshire and Peterborough.	Relevant internal and external stakeholders including the Skills Committee	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Transport and Infrastructure Committee 6 January 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
25.	A16 Norwood Improvements	Transport and Infrastructure Committee	6 January 2021	Decision	To provide a summary of the outcomes of the Strategic Outline Business Case and seek the approval of the Combined Authority Board to proceed to Outline Business Case.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Housing and Communities Committee 11 January 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
26.	£100M Affordable Housing Programme Scheme Approvals January 2021	Housing and Communities Committee	11 January 2021	Key Decision 2020/083	To consider and approve allocations to new schemes within the £100m Affordable House Programme	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
27.	The role of the Housing & Communities Committee in relation to tourism	Housing and Communities Committee	11 January 2021	Decision	To clarify the role of the Committee in relation to tourism.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
28.	Cambridge Northern Fringe East – Progress Report	Housing and Communities Committee	11 January 2021	Decision	To note progress on the Cambridge Northern Fringe East development.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden Lead Member	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
								for Housing	appendices to be published.
29.	Community Land Trust Business Case	Housing and Communities Committee	11 January 2021	Decision	To consider the business plan which sets out the benefit, process and interventions that enable Community Led Development across Cambridgeshire and Peterborough as per the commitment in the Devolution Deal, and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Skills Committee 11 January 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
30.	Adult Education Budget Annual Review (Academic Year 2019/20) Update	Skills Committee	11 January 2021	Decision	To update Members following the first year of local delivery of the Adult Education Budget.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
31.	Local Economic Recovery Strategy: Updated refresh	Skills Committee	11 January 2021	Decision	To update Members on the latest version of the Local Economic Recovery Strategy following further evidence-based insight.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
32.	University of Peterborough Phase 2: Incorporation of PropCo2	Skills Committee	11 January 2021	Decision	To consider proposals for the incorporation of PropCo2 for the University of Peterborough	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Economic Growth &	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	[May contain exempt appendices]				and make recommendations to the Combined Authority Board.			Lead Member for Skills	appendices to be published.
33.	Adult Education Budget Innovation Fund Update	Skills Committee	11 January 2021	Decision	To update members on the Adult Education Budget Innovation Fund.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board – 27 January 2021

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
34.	Minutes of the meeting on 27 November 2020	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
35.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
36.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide an update on the revenue and capital budgets for	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count Lead Member for	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					the year to date			Investment and Finance	relevant appendices to be published.
37.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide performance reporting updates.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
38.	Mayor's Budget 2021/22	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/070	To request the Combined Authority approve the Mayor's draft budget for 2021-22.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
39.	2021-22 Budget and Medium Term Financial Plan to 2024-25	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/071	To approve the revenue budget for 2021/22 and the Medium-Term Financial Plan to 2024/25 and approve the capital programme 2021/22 to 2024/25	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count Lead Member for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
40.	Combined Authority Business Plan 2021/22	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To secure Board agreement to the 2021/22 Combined Authority Business Plan.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
41.	£100m Affordable Housing Programme (Non-grant) January 2020	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/073	To request Board approval of scheme/s that form a part of and will require an investment from the £40m revolving fund.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Delivery	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
42.	Proposed Loan	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/072	To consider granting a loan of up to £10m.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Delivery	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
43.	Wisbech Rail	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide an update on the progress of Wisbech Rail and next steps.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

By recommendation to the Combined Authority

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
44.	A16 Norwood Improvements	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide a summary of the outcomes of the Strategic Outline Business Case and seek approval to proceed to Outline Business Case.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
45.	Market Towns Programme Investment Prospectus – Approval of Third Tranche of Recommended Projects	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/084	To approve the second tranche of recommended projects under the Market Towns Programme Investment Prospectus.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	[May contain exempt appendices]								

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
46.	University of Peterborough Phase 2: Incorporation of PropCo2 [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/076	To approve the incorporation of PropCo2 for the University of Peterborough.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Economic Growth & Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
47.	Community Land Trust Business Case	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the business plan which sets out the benefit, process and interventions that enable Community Led Development across Cambridgeshire and Peterborough as per the commitment in the Devolution Deal.	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
48.	Local Growth Fund Programme Management Review January 2020	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/077	To review the Local Growth Fund budget and amend as required.	Relevant internal and external stakeholders including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
49.	Local Economic Recovery Strategy: Updated refresh	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the updated refresh of the Local Economic Recovery Strategy for Cambridgeshire and Peterborough.	Relevant internal and external stakeholders including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
50.	Local Assurance Framework Annual Review	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve updates to the Local Assurance Framework.	Relevant internal and external stakeholders including Skills Committee and Audit and Governance Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
51.	Local Enterprise Partnership Partnering Strategy – 2021 Update	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the Local Enterprise Partnership Partnering Strategy	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee – 15 March 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
52.	Sector-Based Work Academies and High Value Courses Update	Skills Committee	15 March 2021	Decision	To update Members on Sector-Based Work Academies and High Value Courses.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
53.	National Retraining Scheme Pilot	Skills Committee	15 March 2021	Decision	To update Members on progress with the National Retraining Scheme Pilot.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
54.	University of Peterborough Update	Skills Committee	15 March 2021	Decision	To provide an update on progress on the University of Peterborough.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
55.	Business Growth Service - Skills Brokerage Mobilisation Update	Skills Committee	15 March 2021	Decision	To update Members on progress made with mobilising the Business Growth Service.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board - 31 March 2020

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
56.	Minutes of the meeting on 27 January 2020	Cambridgeshire and Peterborough Combined Authority Board	31 March 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
57.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	31 March 2021	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
58.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	31 March 2031	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count Lead Member for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
59.	University of Peterborough Update	Cambridgeshire and Peterborough	31 March 2021	Decision	To provide an update on progress on the	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			University of Peterborough.			Lead Member for Skills	documents other than the report and relevant appendices to be published.
60.	Sector-Based Work Academies and High Value Courses Update	Cambridgeshire and Peterborough Combined Authority Board	31 March 2021	Decision	To update Members on Sector-Based Work Academies and High Value Courses.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
61.	National Retraining Scheme Pilot	Cambridgeshire and Peterborough	31 March 2021	Decision	To update Members on progress with the National	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			Retraining Scheme Pilot.			Lead Member for Skills	documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
62.	Coterminous and Strategic Partnership Agreements Update	Cambridgeshire and Peterborough Combined Authority Board	31 March 2021	Decision	To approve Memorandums of Understanding with the remaining seven neighbouring	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board	It is not anticipated that there will be any documents other than the report

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Local Enterprise Partnerships.			Councillor John Holdich Lead Member for Economic Growth	and relevant appendices to be published
63.	Annual Performance Review Update	Cambridgeshire and Peterborough Combined Authority Board	31 March 2021	Decision	To update the Board on the end of year Annual Performance Review (2020/21) with the Department for Business, Energy and Industrial Strategy (BEIS)	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Comments or queries about the Forward Plan to Cambridgeshire and Peterborough Combined Authority

Please send your comments or queries to Robert Parkin, Chief Legal Officer and Monitoring Officer, at Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk . We need to know:

1. Your comment or query:
2. How can we contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query.



Combined Authority Board and Committee Appointments: November 2020

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Public Report

Lead Member: Mayor James Palmer

From: Rochelle Tapping
Deputy Monitoring Officer

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

a) Note the appointment by Cambridge City Council of Councillor Martin Smart as its substitute member on the Combined Authority Board for the remainder of the municipal year 2020/2021.

b) Note the appointment by Cambridge City Council of Councillor Mike Davey as one of its members on the Overview and Scrutiny Committee for the remainder of the municipal year 2020/2021.

c) Note the appointment by Cambridge City Council of Councillor Mike Sargeant as one of its substitute members on the Overview and Scrutiny Committee for the remainder of the municipal year 2020/2021.

d) Nominate and appoint members and substitute members to the Employment Committee.

Voting arrangements:

(a) Appointment is made by the constituent council.

(b) and (c) - the Monitoring Officer has delegated powers to accept these appointments.

(d) At least two-thirds of all Members (or their Substitute Members)

1. Purpose

- 1.1 The report advises the Board of amendments to the substitute membership of the Combined Authority Board notified by Cambridge City Council and notifies of amendments to the membership of the Overview and Scrutiny Committee.
- 1.2 This report also asks the Combined Authority Board to appoint the members to the Employment Committee. (The terms of reference of the Committee is attached at Appendix 1)

2. Background

- 2.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, each constituent council must appoint one of its elected members and a substitute member to the Combined Authority Board.
- 2.2 The Combined Authority has been advised that Councillor Kevin Price has resigned from his position as Cambridge City Council's substitute member of the Combined Authority Board.
- 2.3 Cambridge City Council has appointed Councillor Martin Smart as its substitute member for the remainder of the 2020/2021 municipal year.
- 2.4 The revised membership is set out in the table below

Nominating Body	Member	Substitute Member
Cambridge City Council	Cllr Lewis Herbert	Cllr Martin Smart
Cambridgeshire County Council	Cllr Steve Count	Cllr Roger Hickford
East Cambridgeshire District Council	Cllr Anna Bailey	Cllr Joshua Schumann
Fenland District Council	Cllr Chris Boden	Cllr Jan French
Huntingdonshire District Council	Cllr Ryan Fuller	Cllr Jon Neish
Peterborough City Council	Cllr John Holdich	Cllr Wayne Fitzgerald
South Cambridgeshire District Council	Cllr Bridget Smith	Cllr Aidan Van de Weyer

Membership of Committees

- 2.5 Cambridge City Council has advised that it has revised one of the appointments on the Overview and Scrutiny Committee and that Councillor Kevin Price has been replaced by Councillor Mike Davey and that the substitute member will be Cllr Mike Sargeant for the remainder of the municipal year 2020/2021.
- 2.6 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings.

Employment Committee Appointment

- 2.7 At the meeting held on the 30th September 2020 the Board agreed the constitutional changes to the Employment Committee including the membership. The terms of reference of the Committee were agreed and are attached at Appendix 1 for ease of reference.
- 2.8 The revised Terms of Reference require the Employment Committee to be made up of eight members to include the Mayor or his/her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.
- 2.9 The Constitution states that the Combined Authority Board shall appoint the members of the Committee, and their substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the Committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to the Committee or the Sub-Committees.
- 2.10 Requests for nominations have been circulated to Board Members. Those nominations will be presented to the Combined Authority Board in Appendix B which will follow. The Board is requested appoint the nominated members to sit on the Employment Committee for the remainder of the municipal year 2020/2021.

3. Financial Implications

- 3.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 no remuneration is to be payable by the Combined Authority to its members or substitute members.

4. Legal Implications

- 4.1 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings. The new appointment shall take effect after the nomination has been approved by the Monitoring Officer.
- 4.2 The Constitution sets out the terms of reference for the Employment Committee.

5. Other Significant Implications

- 5.1 None

6. Appendices

- 6.1 Appendix 1 – Employment Committee Terms of Reference

6.2 Appendix B – Nominations to appoint to the Employment Committee (To follow)

7. Background Papers

7.1 [CA Board Report – Cambridgeshire and Peterborough Combined Authority Constitution](#)

Chapter 12 - Employment Committee

1. Governance

- 1.1. The Combined Authority has appointed an Employment Committee. The committee is an executive committee of the Combined Authority Board.

2. Terms of Reference

- 2.1. The functions of the Employment Committee are:
- (a) To make recommendations to Combined Authority Board on the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”).
 - (b) To appoint chief officers.
 - (c) To establish, as required, a Statutory Officer Investigatory Panel with authority to make recommendations to the Combined Authority as to the dismissal arising from disciplinary action [as defined at paragraph 2.2 below] of any of the statutory officers. The membership of this Panel shall be as set out in the Officer Employment Procedure Rules.
 - (d) To take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers.
 - (e) To take disciplinary action against Chief Officers in circumstances capable of resulting in the dismissal of those officers and to suspend and keep under review any suspension of those officers.
 - (f) To determine appeals by Chief Officers against decisions made in relation to grievance proceedings.
 - (g) To determine employment procedures for the officers of the Combined Authority, including dismissal procedures.
 - (h) To determine local terms and conditions of employment for officers of the Combined Authority.

Chapter 12 –Employment Committee

- (i) To consider, and recommend appropriate actions where necessary, in response to proposals relating to changes within a Department's /Division's structure which involve substantial changes in the responsibilities of the Head of Paid Service [Chief Executive] and Chief Officers.
- (j) To promote and pursue a policy of equal opportunities in employment.
- (k) To determine policies relating to local government pensions and discretionary compensation for early termination of employment. Upon the commencement of the Restriction of Public Sector Exit Payments Regulations to approve applications for waivers under the Regulations.

2.1 For the purposes of paragraph 2.1:

“Chief Officer” means:

- (a) a person for whom the head of the authority's paid service (Chief Executive) is directly responsible;
- (b) a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service (Chief Executive);

But a person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a Chief Officer.

“Deputy Chief Officer” means:

“a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.”

But a person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a Deputy Chief Officer.

“Disciplinary Action” means:

“any action occasioned by alleged misconduct which, if proved, would, according to the usual practice of the Combined Authority, be recorded on the member of staff's personal file, and includes any proposal for dismissal of a member of staff for any reason other than redundancy, permanent ill-health or infirmity of mind or body, but does not include

Chapter 12 –Employment Committee

failure to renew a contract of employment for a fixed term unless the Combined Authority has undertaken to renew such a contract”

3 Membership

- 3.1 The Committee shall comprise eight members to include the Mayor or his/her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.
- 3.2 The Combined Authority Board shall appoint the members of the Committee, and their substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the Committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to the Committee or the Sub-Committees.
- 3.3 The Procedure Rules of Executive Committee Meetings at Chapter 11 of this Constitution shall apply to the proceedings of the Committee.



Appointment of Chief Executive Officer (ONE CAM LTD)

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 November 2020
Public report:	Yes
Lead Member:	Mayor James Palmer
From:	John Hill, Chief Executive
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Appoint David Hughes as the Chief Executive Officer of ONE CAM LIMITED</p>

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 This report details the recommendation of the interview panel for the appointment of the Chief Executive Officer (ONE CAM LTD).

2. Background

- 2.1 The Cambridgeshire and Peterborough Combined Authority Board were advised of the priority recruitment of the Chief Executive Officer for the CAM Special Purpose Vehicle (ONE CAM LTD).
- 2.2 The appointment of the Chief Executive Officer is a matter reserved for the CPCA Board as set out in the Heads of Terms of the Shareholder Agreement (ref: CPCA Board – 30 September 2020, Agenda Item 3.1).
- 2.3 The panel consisting of the Mayor, Leaders from constituent Councils (or their representatives) and the Chair of ONE CAM LIMITED, interviewed four shortlisted

candidates and recommended the appointment of David Hughes as the Chief Executive Officer of ONE CAM LTD.

- 2.4 This recommendation was approved by ONE CAM LIMITED Board of Directors on 12 November 2020.

Significant Implications

3. Financial Implications

- 3.1 The agreed base salary for this post was a maximum of £250,000 per annum. Subject to contract, the successful candidate has agreed a base salary of £225,000 with a 10% annual bonus based on performance. Pension and other arrangements will be consistent with the agreed budget. Full allowance has been made for these costs in One Cam's own budget, so there will be no direct financial implications for the Combined Authority

4. Legal Implications

- 4.1 There are no direct legal implications.

5. Appendices

- 5.1 None.

6. Background Papers

- 6.1 [Combined Authority Board 30 September 2020 - Item 3.1](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS



Budget Monitor Report: November 2020

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 November 2020
Lead Member:	Lead Member for Investment and Finance
From:	Jon Alsop Chief Finance Officer
Key decision:	No
Recommendations:	Note the updated financial position of the Combined Authority for the year.
	Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 This report provides an update of the 2020/21 budget position and capital programme as at 30th September 2020.

2. Background

- 2.1 At its June meeting the Combined Authority Board approved a revised 2020-21 budget. This report presents the actual expenditure position as at the 30th Sept 2020 and the current forecast outturn (year-end) position against that budget.
- 2.2 As adopted last year detailed explanations of variances above the materiality thresholds are included in Appendix 4.
- 2.3 The thresholds are: £100k in Mayoral and Corporate Services revenue budgets, £250k in Housing, Business and Skills, and Delivery and Strategy revenue budgets, and £500k on all capital projects
- 2.4 The reporting format for the capital programme has been updated to more clearly show the multi-year nature of the capital programme. The new appendices setting out the programme are:

Appendix 2 - "Capital Expenditure" focuses on the current financial year showing in-year budget, actual, forecast outturn for the end of year and a breakdown of under/overspends

between slippage and actual under/overspend.

Appendix 3 – “Capital Programme” shows the total budget for each project in the capital programme across the current and future 3 years including both approved and subject to approval budgets.

Appendix 4 – “Proposed Capital Changes” this highlights the changes to the capital programme since the previous Combined Authority Board meeting, and breaks them down between decisions being considered at the current Board meeting and any Officer and Mayoral decisions taken in the intervening period. Officer and Mayoral decisions reported here have already been made and are included as required by the Combined Authority’s constitution.

3. Revenue Budget Position

- 3.1 A summary of the financial position of the Authority, showing ‘Revenue’ income and expenditure for the six-month period to 30th September 2020, is set out in the table below. A more detailed breakdown of income and expenditure for the year to date is shown at **Appendix 1**.

	September Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	FO Variance £'000	App 5 ref:
2020-21 Revenue							
Grant Income	-36,392	-1,055	-37,448	-29,245	-38,126	-678	1
Mayor's Office	467	-	467	211	467	-	
CA Gross Staffing Costs	5,202	-	5,202	2,733	5,202	-	
Other Employee Costs	418	-	418	24	273	-145	
Externally Commissioned Support Services	359	-	359	141	343	-17	
Corporate Overheads	628	-	628	326	631	2	
Governance Costs	164	-	164	44	164	-	
Other Corporate Budgets	-686	-	-686	-180	-307	379	
Recharges to Ringfence Funded Projects	-1,940	-	-1,940	-1,087	-1,940	-	
Corporate Services Expenditure	4,146	-	4,146	2,002	4,365	220	
Business and Skills	22,975	-	22,975	8,367	20,022	-2,954	2
Delivery and Strategy	24,525	1,055	25,580	10,218	25,332	-249	
Housing	780	-	780	109	780	-	
Workstream Expenditure	48,280	1,055	49,335	18,693	46,133	-3,202	
Total Expenditure	52,892	1,055	53,948	20,906	50,965	-2,983	

- 3.2 The Forecast Outturn as set out in the table above shows a ‘favourable’ variance of forecast expenditure against budget of £2.9m (£53.9m-£51.0m), this is predominantly due to a reduction in the spend on the Health and Care Sector Work Academy of £2.2m against budget.

3.3 The current approved budget shows total revenue expenditure for the year of £53.9m against a grant income of £37.4m.

The balance of £16.5m is made up of drawdowns from funds received in previous years including both our general funds and specific grants, which include the Rural Communities Energy Fund (£2.8m), the Health and Care Sector Work Academy grant (£3.2m), the Energy Hub grant (£0.8m), and LEP capacity funding (£0.2m).

3.4 The following material changes to the budget were approved at the September Combined Authority Board meeting and are now reflected in the Delivery and Strategy budget:

- **£1,200k** approved to spend, from the Bus Review Implementation's subject to approval budget.
- **£4,224k** for the CAM innovation Company set-up from the subject to approval lines of CAM Metro SPV and CAM Innovation Company.

3.5 There is one material change to funding in this report, the recognition of **£1,056k** of Additional Home to School transport funding, and it's matching expenditure line within Delivery and Strategy. The background to this funding is provided in agenda item 3.1: Allocation of Additional Funds to Highways Agencies.

3.6 Excluding the impact of the items in paragraphs 3.4 & 3.5, there is one material change in the revenue forecast outturn position since it was last reported to Board as reported below, and in detail in **Appendix 5**.

- **-£1,048k** The Adult Education Programme is showing a significant reduction in anticipated spend this year.

4. Capital Programme

4.1 A summary of the in-year capital programme for the period to 30th September 2020 is shown below. Detail of the capital programme can be seen across **Appendices 2 to 4**. N.B. STA stands for Subject to Approval and YTD is year to date

Capital Programme Summary	Revised 20-21 Budget	YTD actuals	20-21 Forecast Outturn	Forecast Variance		STA Budget
	£'000	£'000	£'000	£'000	%	£'000
Corporate Services	-	-	-	-		150
Business and Skills	80,569	7,636	78,069	-2,500	-3.1%	5,000
Delivery and Strategy	77,305	23,779	76,876	-428	-0.6%	19,569
Housing	49,115	6,422	38,833	-10,282	-20.9%	-
Totals	206,988	37,838	193,778	-13,210	-6.4%	24,719

4.2 While it is not visible in the figures presented here, as the funding had not been received at the end of September 2020, the CPCA has now received the final third of the 2020-21 allocations of the Local Growth Fund. This shows central Government's faith in the delivery of the ongoing capital local growth programme led by the Business Board. This removes funding risk from projects approved by the Business and Combined Authority

Boards but still in contract negotiation, ensuring this is no barrier to the delivery of the jobs and skills outcomes the projects will deliver.

- 4.3 The following material changes to the capital programme were approved at the September Combined Authority Board meeting and are now reflected in the budget report:
- **£1,040k** approved to spend, from the Digital Connectivity Infrastructure Programme's subject to approval budget.
 - **£2,000k** approved to spend, from the A10 Dualling subject to approval budget.
 - **£800k** The Peterborough City Centre local growth fund project was approved and has now been included in the programme.
- 4.4 Mayoral Decision Notice 28-2020 was signed on the 5th November and, barring call-in, will be implemented on the 16th November. This decision awarded **£14.30m** of the Getting Building Fund to the University of Peterborough Phase 2 project and is reflected in the appendices. £7.3m of the Getting Building Fund has been received by the Combined Authority from Government with the remaining £7.3m due in April 2021.
- 4.5 There are four proposed changes being considered by the November Board:
- **£710k** local growth fund application for a project in Cambridge City Centre (agenda item 6.2: Growth Deal Project Proposals November 2020)
 - **£2,043k** local growth funding to increase the available capital grant and equity fund within the Business Growth Service (agenda item 6.2: Growth Deal Project Proposals November 2020)
 - **£900k** recommendation from the Transport and Infrastructure committee to approve these funds to spend from the subject to approval budget for March Junction Improvements (agenda item 5.2: March Area Transport Study)
 - **£12,554k** allocation of the Pothole and Challenge funds awarded to the area by the Department for Transport for 2020-21 (agenda item 3.1: Allocation of Additional funds to Highways Agencies)
- 4.6 The forecast slippage stands at £637k (0.3%) across the capital programme in addition to a £11,673k underspend (5.6%). Beyond those items in paragraphs 4.3 to 4.5, material changes since the report to Board in September are listed below, with additional detail in **Appendix 5**:
- **£740k** current year overspend on Kings Dyke, this reflects an acceleration of delivery in the current year, the project is on-budget as a whole.
 - **£2,400k** Endurance Estates (an LGF project) has withdrawn from the programme due to delivery issues preventing spend of their grant in the foreseeable future.
 - **£5,347k** the affordable housing grant programme is now forecasting to spend to its original budget profile in 2020-21.

Significant Implications

5. Financial Implications

- 5.1 There are no direct financial implications.

6. Legal Implications

- 6.1 The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.

7. Other Significant Implications

- 7.1 There are no other significant implications

8. Appendices

- 8.1 Appendix 1 – Detailed breakdown of the revenue position for the year to 30th September 2020
- 8.2 Appendix 2 – Capital Expenditure to 30th Sept 2020
- 8.3 Appendix 3 – Capital Programme
- 8.4 Appendix 4 – Proposed Capital Changes
- 8.5 Appendix 5 – Detailed Explanations of Material Variances

Appendix 1 - Detailed breakdown of the revenue position for the year to 30th September 2020

	Budget				YTD	Whole Year		
	July Budget £'000	Sept Board approvals £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
Grant Income								
Revenue Gainshare	-8,000.0	-	-	-8,000.0	-8,000.0	-8,000.0	-	-
Mayoral Capacity Fund	-1,000.0	-	-	-1,000.0	-1,000.0	-1,000.0	-	-
Skills Advisory Panel Grant	-75.0	-	-	-75.0	-75.0	-75.0	-	-
Enterprise Zone receipts	-605.3	-	-	-605.3	-	-605.3	-	-
Careers Enterprise Company Funding	-124.9	-	-	-124.9	-	-124.9	-	-
Adult Education Budget	-12,084.1	-	-	-12,084.1	-12,687.2	-12,762.2	-678.2	-678.2
Growth Hub Grants	-536.0	-	-	-536.0	-	-536.0	-	-
LEP Core Funding	-500.0	-	-	-500.0	-500.0	-500.0	-	-
Transport Levy	-12,347.6	-	-	-12,347.6	-6,173.8	-12,347.6	-	-
COVID-19 bus services support grant	-439.5	-	-	-439.5	-183.6	-439.5	-	-
Better Deal 4 Buses grant	-383.9	-	-	-383.9	-383.9	-383.9	-	-
Additional Home to School Transport Grants		-	-1,055.5	-1,055.5	-	-1,055.5	-1,055.5	-
Apprenticeship Levy Fund Pooling	-86.2	-	-	-86.2	-	-86.2	-	-
Peer to Peer Network Funding	-210.0	-	-	-210.0	-	-210.0	-	-
Total Grant Income	-36,392.4	-	-1,055.5	-37,447.9	-29,245.4	-38,126.1	-1,733.7	-678.2
Mayor's Office								
Mayor's Allowance	85.0	-	-	85.0	44.1	85.0	-	-
Mayor's Conference Attendance	10.0	-	-	10.0	-	10.0	-	-
Mayor's Office Expenses	40.0	-	-	40.0	11.3	40.0	-	-
Mayor's Office Accommodation	77.4	-	-	77.4	41.2	77.4	-	-
Mayor's Office Staff	254.4	-	-	254.4	114.4	254.4	-	-
Total Mayor's Office	466.8	-	-	466.8	210.9	466.8	-	-

	Budget				YTD	Whole Year		
	July Budget £'000	Sept Board approvals £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
Corporate Services								
Combined Authority Gross Staffing Costs								
Business and Skills	1,749.8	-	-	1,749.8	881.2	1,749.8	-	-
Chief Executive	288.1	-	-	288.1	144.9	288.1	-	-
Corporate Services	1,517.7	-	-	1,517.7	841.4	1,517.7	-	-
Delivery and Strategy	1,240.7	-	-	1,240.7	611.6	1,240.7	-	-
Housing	405.6	-	-	405.6	254.3	405.6	-	-
Total CA Gross Staffing Costs	5,201.9	-	-	5,201.9	2,733.4	5,201.9	-	-
Other Employee Costs								
Travel	100.00	-	-	100.00	8.21	25.00	-75.0	-75.0
Apprenticeship Levy	19.85	-	-	19.85	1.96	10.00	-9.9	-9.9
Conferences, Seminars & Training	90.00	-	-	90.00	1.51	30.00	-60.0	-60.0
Change Management Reserve	208.30	-	-	208.30	12.00	208.30	-	-
Total Other Employee Costs	418.15	-	-	418.15	23.68	273.30	-144.9	-144.9
Externally Commissioned Support Services								
External Legal Counsel	100.00	-	-	100.00	29.89	100.00	-	-
Finance Service	61.37	-	-	61.37	34.34	61.37	-	-
Democratic Services	90.00	-	-	90.00	47.48	90.00	-	-
Payroll	8.00	-	-	8.00	0.68	3.70	-4.3	-4.3
HR	25.00	-	-	25.00	3.31	12.50	-12.5	-12.5
Procurement	25.00	-	-	25.00	4.20	25.00	-	-
ICT external support	50.00	-	-	50.00	21.25	50.00	-	-
Total Externally Commissioned Support Services	359.37	-	-	359.37	141.14	342.57	-16.8	-16.8

	Budget				YTD	Whole Year		
	July Budget £'000	Sept Board approvals £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
Corporate Overheads								
Accommodation Costs	340.0	-	-	340.0	240.3	340.0	-	-
Software Licences, Mobile Phones cost	20.0	-	-	20.0	7.8	20.0	-	-
Communications	40.0	-	-	40.0	14.5	40.0	-	-
Website Development	38.4	-	-	38.4	0.7	38.4	-	-
Recruitment Costs	40.0	-	-	40.0	17.7	40.0	-	-
Insurance	30.0	-	-	30.0	32.2	32.3	2.3	2.3
Audit Costs	85.0	-	-	85.0	3.3	85.0	-	-
Office running costs	25.0	-	-	25.0	9.3	25.0	-	-
Corporate Subscriptions	10.0	-	-	10.0	0.5	10.0	-	-
Total Corporate Overheads	628.4	-	-	628.4	326.3	630.7	2.3	2.3
Governance Costs								
Committee/Business Board Allowances	144.0	-	-	144.0	44.4	144.0	-	-
Miscellaneous	20.0	-	-	20.0	-	20.0	-	-
Total Governance Costs	164.0	-	-	164.0	44.4	164.0	-	-
Other Corporate Budgets								
COVID Pressures	120.0	-	-	120.0	154.8	205.0	-	85.0
Capacity Funding	125.0	-	-	125.0	-	125.0	-	-
Contribution to the A14 Upgrade	89.0	-	-	89.0	-	89.0	-	-
Interest Recievable on Investments	-1,020.0	-	-	-1,020.0	-334.7	-726.0	-	294.0
Total Other Corporate Budgets	-686.0	-	-	-686.0	-180.0	-307.0	-	379.0
Recharges to Ringfence Funded Projects								
Directly Grant Funded Staff	-1,691.2	-	-	-1,691.2	-961.3	-1,691.2	-	-
Directly Grant Funded Overheads	-248.9	-	-	-248.9	-125.7	-248.9	-	-
Total Recharges to Ringfence Funded Projects	-1,940.1	-	-	-1,940.1	-1,087.0	-1,940.1	-	-
Total Corporate Services Expenditure	4,145.7	-	-	4,145.7	2,002.0	4,365.3	-159.4	219.6

Business and Skills	Budget				YTD	Whole Year		
	July Budget	Sept Board Approvals	Adjustments	Revised Budget	Actuals	Forecast Outturn	Change in FO	FO Variance
AEB Devolution Programme	11,646.3	-	-	11,646.3	6,675.9	10,774.5	-1,047.7	-871.8
AEB Innovation Fund - Revenue	336.7	-	-	336.7	-	336.7	-	-
AEB Programme Costs	372.7	-	-	372.7	98.4	372.7	-	-
Apprenticeship Levy Fund Pooling	76.2	-	-	76.2	21.3	76.2	-	-
National Retraining Scheme	65.1	-	-	65.1	-	65.1	-	-
Marketing and Promotion of Services	95.0	-	-	95.0	2.8	75.0	-12.8	-20.0
Careers and Enterprise Company (CEC)	86.2	-	-	86.2	9.1	86.2	-73.8	-
Energy Hub	822.6	-	-	822.6	124.9	822.6	0.0	-
EU Exit Funding	131.5	-	-	131.5	125.1	131.5	0.0	-
Growth Hub	517.0	-	-	517.0	72.5	517.0	-19.0	-
HAT Work Readiness Programme	52.8	-	-	52.8	36.6	52.8	1.8	-
Health and Care Sector Work Academy	3,235.6	-	-	3,235.6	215.5	1,053.1	-	-2,182.5
High Value Courses	-	153.8	-	153.8	-	153.8	153.8	-
Integrated Insight & Evaluation Programme	189.0	-	-	189.0	-	189.0	-	-
LEP Capacity Funding	188.0	-	-	188.0	45.9	188.0	39.1	-
LIS Implementation	176.3	-	-	176.3	91.4	176.3	0.3	-
Local Growth Fund Costs	400.0	-	-	400.0	195.2	565.7	85.7	165.7
Market Town Implementation of Strategies	222.9	-	-	222.9	22.5	222.9	-	-
Peer Networks Programme	210.0	-	-	210.0	-	210.0	-	-
Rural Community Energy Fund (RCEF)	2,765.7	-	-	2,765.7	200.3	2,765.7	-	-
Sector Based Work Academies	-	152.0	-	152.0	-	152.0	-	-
Skills Advisory Panel (SAP) (DfE)	114.0	-	-	114.0	8.2	114.0	-	-
Skills Brokerage	107.0	-	-	107.0	0.5	107.0	-	-
Skills Strategy Implementation	120.5	-	-	120.5	12.4	120.5	-	-
SME Observatory	-	-	-	-	-	-	-	-
St Neots Masterplan	254.1	-	-	254.1	83.7	254.1	-	-
Trade and Investment Programme	100.0	-	-	100.0	50.0	55.0	-45.0	-45.0
EZ Funded Growth Company Contribution	230.0	-	-	230.0	-	230.0	-	-
University of Peterborough	4.2	-	-	4.2	143.4	4.2	-	-
University of Peterborough - Legal Costs	150.0	-	-	150.0	131.0	150.0	-	-
Total Business and Skills	22,669.5	305.7	-	22,975.2	8,366.6	20,021.6	-917.6	-2,953.6

	Budget				YTD	Whole Year		
	July Budget	Sept Board Approvals	Adjustments	Revised Budget	Actuals	Forecast Outturn	Change in FO	FO Variance
<u>Delivery and Strategy</u>								
A10 Dualling SOBC	297.1	-	-	297.1	180.5	185.1	-	-112.0
A141 Huntingdon SOBC	350.0	-	-	350.0	-	250.0	-100.0	-100.0
Additional Home to School Transport Grants	-	-	1,055.5	1,055.5	-	1,055.5	1,055.5	-
Bus Review Implementation	644.0	1,200.0	-	1,844.0	116.3	1,844.0	1,200.0	-
Bus Service Subsidisation	245.0	-	-	245.0	-	245.0	-	-
CAM Metro OBC	1,356.4	-	-	1,356.4	1,340.0	1,356.4	-	-
CAM Metro SPV	-	-	-	-	-	-	-	-
CAM Innovation Company	2,691.5	4,223.7	-	6,915.2	1,821.3	6,915.2	4,223.7	-
Climate Change	125.0	-	-	125.0	7.5	125.0	-	-
COVID Bus Service Support Grant	439.5	-	-	439.5	374.0	439.5	-	-
Land Commission	40.0	-	-	40.0	-	40.0	-	-
Monitoring and Evaluation Framework	168.7	-	-	168.7	79.6	168.7	-	-
Non-Statutory Spatial Framework (Phase 2)	71.4	-	-	71.4	23.5	71.4	-	-
Public Service Reform	75.0	-	-	75.0	38.2	38.2	-	-36.8
Schemes and Studies	100.0	-	-	100.0	3.3	100.0	-	-
Sustainable Travel	150.0	-	-	150.0	60.1	150.0	-	-
Transport Levy	12,347.6	-	-	12,347.6	6,173.8	12,347.6	-	-
Total Delivery and Strategy	19,101.2	5,423.7	1,055.5	25,580.4	10,218.0	25,331.6	6,379.2	-248.8
<u>Housing</u>								
CLT and £100k Homes	83.4	-	-	83.4	48.7	83.4	-	-
Garden Villages	696.2	-	-	696.2	60.0	696.2	-	-
Total Housing	779.6	-	-	779.6	108.7	779.6	-	-
Total Workstream Expenditure	42,550.3	5,729.5	1,055.5	49,335.2	18,693.4	46,132.8	5,461.6	-3,202.4

Appendix 2 –Capital Expenditure to 30th Sept 2020

	20-21 approved budget £'000	20-21 actuals £'000	20-21 variance to budget £'000	20-21 Forecast Spend £'000	Forecast Slippage £'000	Forecast Variance to Budget £'000	Change to Forecast Variance £'000
<u>Delivery and Strategy</u>							
A10 Dualling	500	-	500	500	-	-	500
A1260 Nene Parkway Junction 15	654	31	622	654	-	-	-
A1260 Nene Parkway Junction 32/3	517	62	455	517	-	-	-
A141 capacity enhancements	978	161	817	978	-	-	-
A16 Norwood Dualling	61	58	3	61	-	-	-
A47 Dualling	40	53	-13	53	-	13	13
A505 Corridor	422	185	237	272	150	-	-
A605 Oundle Rd Widening - Alwalton-Lynch Wood	793	793	-0	793	-	-	-
A605 Stanground - Whittlesea	1,110	185	925	1,110	-	-	-
Active Travel Grant payments to Highways Authorities	2,942	2,942	-	2,942	-	-	-
CAM Innovation Company Set up	1,995	-	1,995	1,995	-	-	-
Cambridge South Station	385	-	385	385	-	-	-
Coldhams Lane roundabout improvements	409	88	321	409	-	-	-
Digital Connectivity Infrastructure Programme	1,040	336	704	1,295	-	255	-
Ely Area Capacity Enhancements	2,163	555	1,609	2,163	-	-	-
Fengate Access Study - Eastern Industries Access - Phase 1	344	5	339	74	270	-	24
Fengate Access Study - Eastern Industries Access - Phase 2	147	101	45	147	-	-	-
Highways Maintenance (with PCC and CCC)	23,080	11,962	11,118	23,080	-	-	-
King's Dyke	8,620	2,815	5,805	9,360	-	740	740
Lancaster Way	2,633	633	2,000	2,633	-	-	-
M11 Junction 8	-	-	-	-	-	-	-
March Junction Improvements	2,637	168	2,468	2,637	-	-	-
Pothole and Challenge Funds	12,554	-	12,554	12,554	-	-	12,554
Regeneration of Fenland Railway Stations	1,708	104	1,603	1,708	-	-	-
Soham Station	5,737	1,762	3,975	5,619	117	-	-
Wisbech Access Strategy	5,494	456	5,038	5,494	-	-	-
Wisbech Rail	341	323	18	341	-	-	-
Total Delivery and Strategy	77,305	23,779	53,525	77,776	537	1,009	13,832

	20-21 approved budget £'000	20-21 actuals £'000	20-21 variance to budget £'000	20-21 Forecast Spend £'000	Forecast Slippage £'000	Forecast Variance to Budget £'000	Change to Forecast Variance £'000
<u>Business and Skills</u>							
AEB Innovation Fund	324	-	324	324	-	-	-
Aerotron Relocation	847	847	-	847	-	-	-
Ascendal New Technology Accelerator (Equity)	965	-	965	965	-	-	0
Cambridge Biomedical MO Building	3,000	-	3,000	3,000	-	-	-
Cambridge City Centre	710	-	710	710	-	-	710
CRC Construction and Digital Refurbishment	2,500	-	2,500	2,500	-	-	-
COVID and Capital Growth Grant Scheme	5,994	2,515	3,479	5,994	-	-	-
COVID micro-grants scheme	500	467	33	500	-	-	-
Eastern Agritech Initiative	1,696	89	1,607	1,596	100	-	-100
Endurance Estates	2,400	-	2,400	-	-	-2,400	-2,400
Hauxton House Redevelopment	216	216	-	216	-	-	-
Haverhill Epicentre	1,163	1,163	0	1,163	-	-0	-0
Illumina Accelerator	1,000	200	800	1,000	-	-	-
March Adult Education	400	-	400	400	-	-	-
Market Town Master Plan Implementation	500	-	500	500	-	-	-
Metalcraft (Advanced Manufacturing)	3,160	-	3,160	3,160	-	-	-
NIAB - Agri-Tech Start Up Incubator	2,442	592	1,850	2,442	-	-	-
NIAB - Hasse Fen	600	306	294	600	-	-	-
Peterborough City Centre	800	-	800	800	-	-	800
Photocentric	1,875	-	1,875	1,875	-	-	-
Small Grants Programme	-	-6	6	-	-	-	-
Smart Manufacturing Association	715	-	715	715	-	-	-
South Fen Business Park	997	-	997	997	-	-	-
St Neots Masterplan Capital (B&S)	386	-	386	386	-	-	386
Start Codon (Equity)	3,342	640	2,702	3,342	-	-	-
The Growth Service Company	5,407	-	5,407	5,407	-	-	-
TTP Incubator	2,300	-	2,300	2,300	-	-	-
TWI - Innovation Ecosystem	1,230	20	1,210	1,230	-	-	-
University of Peterborough - Business Case/Phase 1	12,300	585	11,715	12,300	-	-	-
University of Peterborough - LGF investment	12,500	-	12,500	12,500	-	-	-
University of Peterborough Phase 2	7,300	-	7,300	7,300	-	-	7,300
West Cambs Innovation Park	3,000	-	3,000	3,000	-	-	-
Total Business and Skills	80,569	7,636	72,932	78,069	100	-2,400	6,696

	20-21 approved budget £'000	20-21 actuals £'000	20-21 variance to budget £'000	20-21 Forecast Spend £'000	Forecast Slippage £'000	Forecast Variance to Budget £'000	Change to Forecast Variance £'000
<u>Housing</u>							
Cambridge City Housing Programme	20,564	2,928	17,635	10,282	-	-10,282	-
Affordable Housing Grant Programme	23,346	438	22,909	23,346	-	-	5,347
Housing Investment Fund - contracted	5,205	3,057	2,148	5,205	-	-	-
Total Housing	49,115	6,422	42,692	38,833	-	-10,282	5,347
	20-21 approved budget £'000	20-21 actuals £'000	20-21 variance to budget £'000	20-21 Forecast Spend £'000	Forecast Slippage £'000	Forecast Variance to Budget £'000	Change to Forecast Variance £'000
<u>Corporate Services</u>							
Investment in Finance System	-	-	-	-	-	-	-
Total Corporate Services	-	-	-	-	-	-	-
Total Capital Programme	206,988	37,838	169,150	194,678	637	-11,673	25,874

Appendix 3: Capital Programme

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2020-	2021-	2022-	2023-		2020-	2021-	2022-	2023-	
	21 £'000	22 £'000	23 £'000	24 £'000		21 £'000	22 £'000	23 £'000	24 £'000	
<u>Delivery and Strategy</u>										
A10 Dualling	500	1,500	-	-	2,000	-	-	-	-	2,000
A1260 Nene Parkway Junction 15	654	-	-	-	654	-	7,755	-	-	8,408
A1260 Nene Parkway Junction 32/3	517	-	-	-	517	4,030	3,500	-	-	8,047
A141 capacity enhancements	978	-	-	-	978	-	650	5,000	3,000	9,628
A16 Norwood Dualling	61	-	-	-	61	320	730	12,000	-	13,111
A47 Dualling	40	-	-	-	40	-	-	-	-	40
A505 Corridor	422	-	-	-	422	-	-	-	-	422
A605 Oundle Rd Widening - Alwalton-Lynch Wood	793	-	-	-	793	-	-	-	-	793
A605 Stanground - Whittlesea	1,110	-	-	-	1,110	-	-	-	-	1,110
Active Travel Grant payments to Highways Authorities	2,942	-	-	-	2,942	-	-	-	-	2,942
CAM Delivery to OBC	-	-	-	-	-	-	5,000	5,000	5,000	15,000
CAM FBC Preperation	-	-	-	-	-	-	-	1,500	1,500	3,000
CAM Innovation Company Set up	1,995	-	-	-	1,995	-	1,000	-	-	2,995
Cambridge South Station	385	-	-	-	385	-	-	-	-	385
Coldhams Lane roundabout improvements	409	-	-	-	409	700	1,500	-	-	2,609
Digital Connectivity Infrastructure Programme	1,040	-	-	-	1,040	900	1,868	-	-	3,808
Ely Area Capacity Enhancements	2,163	-	-	-	2,163	4,141	-	-	-	6,305
Fengate Access Study - Eastern Industries Access - Phase 1	344	-	-	-	344	1,000	4,890	-	-	6,234
Fengate Access Study - Eastern Industries Access - Phase 2	147	-	-	-	147	120	700	1,280	-	2,247
Highways Maintenance (with PCC and CCC)	23,080	23,080	23,080	23,080	69,240	-	-	-	-	92,320
King's Dyke	8,620	9,087	-	-	17,707	2,100	-	-	-	19,807
Lancaster Way	2,633	-	-	-	2,633	1,168	-	-	-	3,802
M11 Junction 8	-	-	-	-	-	-	-	-	-	-
March Junction Improvements	2,637	-	-	-	2,637	2,298	1,550	-	-	6,485
Pothole and Challenge Funds	12,554	-	-	-	12,554	-	-	-	-	12,554
Regeneration of Fenland Railway Stations	1,708	-	-	-	1,708	874	1,059	-	-	3,640
Soham Station	5,737	13,104	897	-	19,737	-	-	-	-	19,737
St Neots Masterplan Capital (D&S)	-	-	-	-	-	-	-	-	-	-
Wisbech Access Strategy	5,494	-	-	-	5,494	930	3,000	-	-	9,424
Wisbech Rail	341	-	-	-	341	988	2,000	3,000	5,000	11,329
Total Delivery and Strategy	77,305	46,770	23,977	23,080	171,132	19,569	35,201	27,780	14,500	268,182

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000		2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	
<u>Business and Skills</u>										
AEB Innovation Fund	324	-	-	-	324	-	-	-	-	324
Aerotron Relocation	847	-	-	-	847	-	-	-	-	847
Ascendal New Technology Accelerator (Equity)	965	-	-	-	965	-	-	-	-	965
Cambridge Biomedical MO Building	3,000	-	-	-	3,000	-	-	-	-	3,000
Cambridge City Centre	710	-	-	-	710	-	-	-	-	710
CRC Construction and Digital Refurbishment	2,500	-	-	-	2,500	-	-	-	-	2,500
COVID and Capital Growth Grant Scheme	5,994	-	-	-	5,994	-	-	-	-	5,994
COVID micro-grants scheme	500	-	-	-	500	-	-	-	-	500
Eastern Agritech Initiative	1,696	-	-	-	1,696	-	-	-	-	1,696
Endurance Estates	2,400	-	-	-	2,400	-	-	-	-	2,400
Hauxton House Redevelopment	216	-	-	-	216	-	-	-	-	216
Haverhill Epicentre	1,163	-	-	-	1,163	-	-	-	-	1,163
Illumina Accelerator	1,000	-	-	-	1,000	-	-	-	-	1,000
March Adult Education	400	-	-	-	400	-	-	-	-	400
Market Town Master Plan Implementation	500	-	-	-	500	5,000	2,500	2,000	-	10,000
Metalcraft (Advanced Manufacturing)	3,160	-	-	-	3,160	-	-	-	-	3,160
NIAB - Agri-Tech Start Up Incubator	2,442	-	-	-	2,442	-	-	-	-	2,442
NIAB - Hasse Fen	600	-	-	-	600	-	-	-	-	600
Peterborough City Centre	800	-	-	-	800	-	-	-	-	800
Photocentric	1,875	-	-	-	1,875	-	-	-	-	1,875
Smart Manufacturing Association	715	-	-	-	715	-	-	-	-	715
South Fen Business Park	997	-	-	-	997	-	-	-	-	997
St Neots Masterplan Capital (B&S)	386	-	-	-	386	3,100	-	-	-	3,486
Start Codon (Equity)	3,342	-	-	-	3,342	-	-	-	-	3,342
The Growth Service Company	5,407	2,043	-	-	7,450	-	-	-	-	7,450
TTP Incubator	2,300	-	-	-	2,300	-	-	-	-	2,300
TWI - Innovation Ecosystem	1,230	-	-	-	1,230	-	-	-	-	1,230
University of Peterborough - Business Case/Phase 1	12,300	-	-	-	12,300	-	-	-	-	12,300
University of Peterborough - LGF investment	12,500	-	-	-	12,500	-	-	-	-	12,500
University of Peterborough Phase 2	7,300	6,996	-	-	14,296	-	-	-	-	14,296
West Cambs Innovation Park	3,000	-	-	-	3,000	-	-	-	-	3,000
Total Business and Skills	80,569	9,039	-	-	89,608	8,100	2,500	2,000	-	102,208

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2020- 21 £'000	2021- 22 £'000	2022- 23 £'000	2023- 24 £'000		2020- 21 £'000	2021- 22 £'000	2022- 23 £'000	2023- 24 £'000	
<u>Housing</u>										
Cambridge City Housing Programme	20,564	-	-	-	20,564	-	-	-	-	20,564
Affordable Housing Grant Programme	23,346	-	-	-	23,346	-	-	-	-	23,346
Housing Investment Fund - contracted	5,205	-	-	-	5,205	-	-	-	-	5,205
Total Housing	49,115	-	-	-	49,115	-	-	-	-	49,115
	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2020- 21 £'000	2021- 22 £'000	2022- 23 £'000	2023- 24 £'000		2020- 21 £'000	2021- 22 £'000	2022- 23 £'000	2023- 24 £'000	
<u>Corporate Services</u>										
Investment in Finance System	-	-	-	-	-	150	-	-	-	150
Total Corporate Services	-	-	-	-	-	150	-	-	-	150
Total Capital Programme	206,988	55,809	23,977	23,080	309,855	27,819	37,701	29,780	14,500	419,655

Appendix 4: Proposed Capital Changes

			Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total Budgets £'000
			20-21	21-22	22-23	23-24		20-21	21-22	22-23	23-24	
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	
Capital Programme per Sept Board			185,524	46,770	23,977	23,080	192,271	26,659	38,701	29,780	14,500	301,912

Decision Notices

<u>Directorate</u>	<u>ODN/MDN reference</u>	<u>Scheme Name</u>										
Business and Skills	MDN28-2020	University of Peterborough Ph 2	7,300	6,996	-	-	14,296	-	-	-	-	14,296

November Board Decisions

<u>Directorate</u>	<u>Agenda item</u>	<u>Scheme Name</u>										
Delivery and Strategy	5.2	March Junction Improvements	900	-	-	-	900	-900	-	-	-	-
Delivery and Strategy	3.1	Pothole and Challenge Funds	12,554	-	-	-	12,554	-	-	-	-	12,554
Business and Skills	6.2	Cambridge City Centre	710	-	-	-	710	-	-	-	-	710
Business and Skills	6.2	The Growth Service Company	-	2,043	-	-	2,043	-	-	-	-	2,043

Revised Capital Programme			206,988	55,809	23,977	23,080	222,774	25,759	38,701	29,780	14,500	331,515
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Appendix 5: Detailed Explanations of Material Variances

Operational Revenue Variances >£100k

1. Additional AEB funding		Change in forecast expenditure	-£678k
2020-21 Budget	-12,084k	Forecast income	-12,687k
<p>The Department for Education provided additional funding via the devolved Adult Education Budget in July 2020 as part of the Department's COVID-19 Skills Recovery Package and wider Government plans to protect, support and create jobs and in turn, to boost the economy.</p>			

Workstream Revenue Variances >£250k

2. AEB Devolution Programme		Change in forecast expenditure	-£1,048k
2020-21 Budget	£11,646k	Forecast expenditure	£10,775k
<p>The underspend is due to reduced estimates being in place for the procured adult education providers and a provision for the underspend within the Grant Providers based on past performance.</p> <p>A reconciliation between payments made on profile to grant providers and actual courses provided by grant providers will be made in February, after 6 months of delivery in the current academic year, and where necessary figures will be adjusted at that point.</p>			

Capital Variances >£500k

3. Endurance Estates		Change in forecast expenditure	-£2,400k
2020-21 Approved Budget	£2,400k	Forecast expenditure	£0k
<p>On the 15th October 2020 from the Brampton Hub Launchpad project that they are withdrawing from their Local Growth Fund award of £2.4million because of delivery issues preventing spend of their grant in the foreseeable future.</p>			

4. Kings Dyke		Change in forecast expenditure	£740k
2020-21 Approved Budget	£8,620k	Forecast expenditure	£9,360k
<p>This project is progressing well, on time and to overall budget. The in-year overspend is due team and on-site contractor having made efficiencies in one sector and accelerating work in another sector to try and maximise these efficiencies resulting in spend ahead of profile.</p>			

5. Cam City Housing		Change in forecast expenditure	-£10,282k
2020-21 Approved Budget	£20,564k	Forecast expenditure	£10,282k
<p>As reported to the Combined Authority Board in June, due to 19-20 grant funds being paid directly to the City Council an agreement has been reached that the Combined Authority will only fund 50% of the City's Housing Programme until the funds paid to the Council directly are depleted, at which point the Combined Authority will return to funding 100% of the programme's expenditure from the ringfenced grant funds.</p>			

6. Affordable Housing Grant Programme		Change in forecast expenditure	£5,347k
2020-21 Approved Budget	£23,346k	Forecast expenditure	£23,346k
<p>There was a significant uptick in projects coming forward since the last Board update in September, many of which have already acquired the site and thus are likely to be due start on site payments before the end of this financial year.</p> <p>The second national lockdown is not expected to have the same delaying effect as the first as construction work has specifically been exempted and so should continue throughout.</p>			



Report title: 2021/22 draft budget and medium-term financial plan 2021 to 2025

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 November 2020
Lead Member:	Lead Member for Finance and Investment
From:	Jon Alsop, Chief Finance Officer
Key decision:	No
Forward Plan ref:	N/A
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>a) Approve the Draft Budget for 2021/22 and the Medium-Term Financial Plan 2021/22 to 2024/25 for consultation</p> <p>b) Approve the timetable for consultation and those to be consulted</p>
Voting arrangements:	A simple majority of all Members.

1. Purpose

- 1.1. According to the Constitution, functions reserved to the Combined Authority Board include the adoption of the non-mayoral Combined Authority budgets, the Medium-Term Financial Plan and the Capital Programme.
- 1.2. The process for the approval of the Mayoral budget is set out in 'The Combined Authorities (Finance) Order 2017'.
- 1.3. This paper sets out the proposed Combined Authority draft Budget for 2021/22 and the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2021/22 to 2024/25. The paper also sets out the proposed timetable for the consultation and approval of the draft budget and MTFP, and the suggested consultees.

2. Background

- 2.1. According to the Constitution, "*The draft Budget shall be submitted to the Combined*

Authority Board for consideration and approval for consultation purposes only, before the end of December each year. The Combined Authority Board will also agree the timetable for consultation and those to be consulted. The consultation period shall not be less than four weeks, and the consultees shall include Constituent Authorities, the Local Enterprise Partnership and the Overview and Scrutiny Committee.”

Budget Development Timetable

2.2. The proposed budget setting timetable for the draft budget and MTFP is as follows:

Proposed Budget Setting Timetable Draft 2021/22 Budget and MTFP	Day	Date
Overview and Scrutiny Committee Meeting (to discuss the Budget and consultation process)	Mon	23/11/20
CPCA Board Meeting (to receive and approve the draft Budget and MTFP for consultation)	Wed	25/11/20
Budget Consultation Period Starts	Thu	26/11/20
Overview and Scrutiny Committee Meeting (Consultation)	Mon	14/12/20
Budget Consultation Ends	Thu	31/12/20
Overview and Scrutiny Committee Meeting	Mon	25/01/21
CPCA Board Meeting to Approve 2021/22 Budget and MTFP	Wed	27/01/21

2.3. This is in accordance with the key dates and statutory deadlines as set out in the Constitution (Budget framework) and the Finance Order (where these fall on weekends the final working day has been substituted):

Date	Activity
Thursday 31 st December 2020	Deadline for Draft CA budget to the CA for consideration and approval for consultation (Budget Framework).
Not less than 4 weeks Duration	Consultation period (Budget Framework)
Friday 29 th January 2021	Deadline for the Mayor to notify the CA of the Mayor's draft budget for 2021/22 (Finance Order)
Friday 29 th January 2021	Deadline for proposed CA budget to be submitted to the CA Board, including consultation responses and the Mayor's budget (Budget Framework)
Within five working days of above	CA Board shall meet to consider the budget and may agree a report (Budget Framework)
At least five working days of report published if amendments to the Mayor's Budget are proposed	CA Board shall meet to re-consider the budget (Budget Framework)
Friday 5 th February 2021	Deadline for CA to report on the Mayor's draft budget (Finance Order)

At least five days from receipt of report	Deadline for the Mayor to respond to the CA report (Finance Order)
5 Days after end of deadline period above	Deadline CA to veto or approve Mayor's draft budget (Finance Order)
Friday 12 th February 2021	Deadline for issuing the Transport Levy to Peterborough City Council and Cambridgeshire County Council

2.4. Consultees

The consultees on the draft budget and MTFP must, as a minimum, include the following organisations:

- Cambridge City Council
- Cambridgeshire County Council
- East Cambridgeshire District Council
- Fenland District Council
- Huntingdonshire District Council
- Peterborough City Council
- South Cambridgeshire District Council
- The Business Board
- CPCA Overview and Scrutiny Committee

The budget proposals will also be set out on the Combined Authority website with an invitation for feedback from residents and businesses.

2.5. Budget Setting Objectives

The overarching objective is to set an affordable and balanced budget that supports delivery of the ambitions and priorities of the Mayor and the Combined Authority.

2.6. Other objectives and principles adopted in the development of the proposed draft budget and MTFP are as follows:

- The 2021/22 Budget preparation builds on the 2020/21 Budget and MTFP 'refresh' as approved by the Board in June 2020, incorporating any subsequent budget decisions taken up to the end of October 2020.
- Budget preparation has taken account of the level of reserves brought forward from previous financial years, and of expected annual funding streams from 2021/22 onwards to ensure that spending plans continue to be affordable.
- The 2021/22 Budget and MTFP provides a clear presentation of capital and revenue budgets on a Directorate basis, strengthening the link between spending plans and funding sources.
- The staffing structure and budgets will continue to be managed at a corporate level by the Chief Executive(s) as Head(s) of Paid Service.
- The Budget and MTFP identifies staffing costs and other contributions to 'overheads' associated with grant funded programmes and these are recharged to the relevant directorate budget line.

- The Budget and MTFP provides a clear presentation of projects where budget lines have already been approved by the Board, and of those projects which are 'Subject to Approval'.
- 2.7. In accordance with the Constitution, all expenditure lines which are indicated 'subject to approval' will need to be approved by the Board before any expenditure can be incurred against them.
- 2.8. All Revenue and Capital expenditure lines included within the 2021/22 budget envelope and the MTFP, including both 'approved expenditure' and 'subject to approval' expenditure, are affordable and provide a balanced budget.
- 2.9. There is no proposal to precept constituent authorities under Section 40 of the Local Government Finance Act 1992 for the 2021/22 financial year.
- 2.10. The attached appendices provide the summary positions and detailed supporting schedules for both Revenue Expenditure (Appendix 1) and the Capital Programme (Appendix 2).

3. Draft Budget for 2021/22 and Medium Term Financial Plan (MTFP) for the period 2021/22 to 2024/25

- 3.1. This report presents draft Revenue and Capital Budgets, reflecting decisions taken by the Combined Authority Board up to the end of October 2020, in line with agreed accounting policies. Overall affordability remains the key factor in agreeing a balanced budget and this paper maintains the presentation, established in the 2020-21 Budget, to clearly align Directorate Budgets with funding sources. The paper also differentiates between budgets which can be committed without further Board approval ('approved' projects and non-discretionary operational costs) and those that are 'subject to approval' by the Board.

4. Funding

- 4.1. Funding summaries for planned and projected 'Revenue' expenditure and 'Capital' expenditure over the lifetime of the MTFP are shown in Tables 1 and 2 on the next page. These show the expected fund balances available in each year of the MTFP and are made up of reserves brought forward and expected in year funding. These tables show the movement against these funds for both 'approved' and 'subject to approval' expenditure profiles. The positive overall balance for Revenue at the end of each year and at the end of the MTFP period (2024/25 - £11,071k), and for Capital (2024/25 - £14,824k), indicate that the budget is balanced and affordable.

- 4.2. In Table 1, the 'Earmarked Reserves' line is made up of the following:

- The £1m Contingency reserve
- The election reserve
- The Growth Fund Top-Slice reserve

The 'EU Funds' are a combination of both European Research Development Funding and

European Social Funding grants.

4.3. The 'Other Funding line is made up for the following sources of income and related expenditure:

- The Skills Advisory Panel grant
- The Health and Care Sector Work Academy grant
- The Commercial Support grant
- LEP capacity grant
- The Careers and Enterprise Company funding
- Growth Hub funding and,
- LEP core funding

4.4. In Table 2 the 'Capital Single Pot' is made up of both Capital gainshare and Transforming Cities Funds

4.5. These tables indicate that all revenue and capital expenditure lines included within the 2021/22 budget envelope and the MTFP, including both 'approved' and 'subject to approval' expenditure, are affordable and provide a balanced budget.

Table 1 - CPCA Revenue Funding Summary

	2021/22				2022/23				2023/24				2024/5			
Source of Funding	Available Funds	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Revenue Single Pot	- 9,469	5,444	2,066	- 1,959	- 9,699	5,861	1,436	- 2,402	- 10,142	6,172	1,270	- 2,700	- 10,440	6,231	1,200	- 3,009
Earmarked Reserves	- 2,937	1,330	-	- 1,607	- 1,867	449	-	- 1,418	- 1,678	-	-	- 1,678	- 1,938	-	-	- 1,938
Business Board Revenue Funds	- 1,743	949	-	- 793	- 2,292	1,041	-	- 1,251	- 2,721	375	-	- 2,346	- 3,786	375	-	- 3,412
Adult Education Budget (AEB)	- 12,258	11,512	-	- 746	- 12,735	11,338	-	- 1,398	- 13,387	11,338	-	- 2,049	- 14,038	11,338	-	- 2,701
Transport Levy	- 13,360	13,360	-	-	- 13,627	13,627	-	-	- 13,900	13,900	-	-	- 14,178	14,178	-	-
EU funds	- 1,900	1,900	-	-	- 2,800	2,800	-	-	- 2,625	2,625	-	-	-	-	-	-
Other Funding	- 1,229	1,218	-	- 11	- 882	871	-	- 10	- 820	809	-	- 8	- 757	746	-	- 11
Total	- 42,896	35,714	2,066	- 5,116	- 43,902	35,986	1,436	- 6,479	- 45,272	35,218	1,270	- 8,781	- 45,137	32,867	1,200	- 11,071

Table 2 - CPCA Capital Funding Summary

	2021/22				2022/23				2023/24				2024/5			
Source of Funding	Available Funds in Year	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds in Year	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds in Year	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds in Year	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Capital Single Pot	- 63,749	18,131	32,148	- 13,471	- 46,471	4,038	31,630	- 10,803	- 22,803	38	15,700	- 7,065	- 19,065	38	5,300	- 13,727
Cambridge City £70m	- 7,300	3,204	-	- 4,096	- 4,096	4,096	-	- 0	-	-	-	-	-	-	-	-
Housing Infrastructure £60m	- 37,055	12,000	-	- 25,055	- 25,055	22,000	-	- 3,055	- 3,055	3,055	-	0	-	-	-	-
Housing Loans £40m	- 23,514	5,728	17,786	-	- 26,358	593	25,421	- 344	- 344	-	-	- 344	- 344	344	-	-
Local Growth Fund / Getting Building Fund	- 23,946	4,000	14,600	- 5,346	- 6,684	4,000	-	- 2,684	- 3,392	3,000	-	- 392	- 1,097	-	-	- 1,097
Highways Maintenance Grant	- 23,080	23,080	-	-	- 23,080	23,080	-	-	- 23,080	23,080	-	-	- 23,080	23,080	-	-
Total	- 178,644	66,143	64,534	- 47,967	- 131,743	57,806	57,051	- 16,885	- 52,674	29,173	15,700	- 7,801	- 43,585	23,462	5,300	- 14,824

5. Revenue Budget

5.1. The revenue budget covers the operational costs of the Combined Authority including staffing and staff related costs, corporate overheads and externally commissioned costs. Other 'revenue' costs include:

- Business Board funding and activities.
- Ongoing devolution of the Adult Education Budget (AEB) which commenced in the 2019/20 academic year.
- Drawdown from the Mayoral Election Reserve to fund the costs of the election in 2021/22.
- Allowance for interest charged on (potential) capital borrowing.

5.2. Overall affordability is a key principle in creating a lawful budget and for ensuring financial control over the period of the MTFP. The budget has also been presented to highlight the governance processes for budget lines which are described as 'Approved' and 'Subject to Approval' Schemes.

- An **Approved Budget** line is one that the Board has already approved. Spending against budget lines is permitted without further approval.
- A **Subject to Approval** budget line is noted within the overall budget affordability envelope, but further approval will be required from the CA Board to approve the spending.

5.3. Table 3 presents a summary of Approved budget totals by Directorate and year, and provides an indication of funding streams available to support these activities. A summary of Subject to Approval budget lines is included in each year, illustrating that both the Approved and Subject to Approval budget lines are affordable across the lifetime of the MTFP.

5.4. A more detailed breakdown of Directorate 'revenue' budgets and anticipated MTFP expenditure is shown at **Appendix 1**. Please note that where a budget line is not specified, this is deemed to be an Approved Budget line.

5.5. Mayor's Budget

The Mayor's Office budget is included within this report for completeness as it draws on CPCA funding sources. However, the mayoral budget has a different approval process to the non-Mayoral Combined Authority budget. The process for determining the mayoral budget is set out in the Combined Authorities (Finance) Order 2017.

Table 3 – Summary Revenue Budget 2021/22 and MTFP

Financial Year		Revenue Single Pot	Earmarked Reserves	Business Bord Revenue Funds	Adult Education Budget	Transport Levy	EU Funds	Other Funding	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Forecast Balance at 01/04/21	- 1,469	- 2,937	- 257	- 161	-	-	- 283	- 5,106
2021/22	Funds Received in Year	- 8,000	-	- 1,486	- 12,098	- 13,360	- 1,900	- 946	- 37,790
	<i>Transfer Between Reserves</i>	-	-	-	-	-	-	-	-
	Available Funds	- 9,469	- 2,937	- 1,743	- 12,258	- 13,360	- 1,900	- 1,229	- 42,896
	Mayor	483	-	-	-	-	-	-	483
	Corporate	5,066	780	120	-	-	-	-	5,966
	Business & Skills	- 254	550	829	11,512	-	1,900	1,218	15,755
	Delivery & Strategy	150	-	-	-	13,360	-	-	13,510
	Housing	-	-	-	-	-	-	-	-
	Subject to Approval expenditure	2,066	-	-	-	-	-	-	2,066
	Closing/Opening Balance	- 1,959	- 1,607	- 793	- 746	-	-	- 11	- 5,116
2022/23	Funds Received in Year	- 8,000	-	- 1,499	- 11,989	- 13,627	- 2,800	- 871	- 38,786
	<i>Transfer Between Reserves</i>	260	- 260	-	-	-	-	-	-
	Available Funds	- 9,699	- 1,867	- 2,292	- 12,735	- 13,627	- 2,800	- 882	- 43,902
	Mayor	490	-	-	-	-	-	-	490
	Corporate	5,864	-	123	-	-	-	-	5,987
	Business & Skills	- 527	449	918	11,338	-	2,800	871	15,848
	Delivery & Strategy	34	-	-	-	13,627	-	-	13,661
	Housing	-	-	-	-	-	-	-	-
	Subject to Approval expenditure	1,436	-	-	-	-	-	-	1,436
	Closing/Opening Balance	- 2,402	- 1,418	- 1,251	- 1,398	-	-	- 11	- 6,480
2023/24	Funds Received in Year	- 8,000	-	- 1,470	- 11,989	- 13,900	- 2,625	- 809	- 38,792
	<i>Transfer Between Reserves</i>	260	- 260	-	-	-	-	-	-
	Available Funds	- 10,142	- 1,678	- 2,721	- 13,387	- 13,900	- 2,625	- 820	- 45,272
	Mayor	497	-	-	-	-	-	-	497
	Corporate	5,933	-	125	-	-	-	-	6,058
	Business & Skills	- 258	-	250	11,338	-	2,625	809	14,763
	Delivery & Strategy	-	-	-	-	13,900	-	-	13,900
	Housing	-	-	-	-	-	-	-	-
	Subject to Approval expenditure	1,270	-	-	-	-	-	-	1,270
	Closing/Opening Balance	- 2,700	- 1,678	- 2,346	- 2,049	-	-	- 11	- 8,785
2024/5	Funds Received in Year	- 8,000	-	- 1,440	- 11,989	- 14,178	-	- 746	- 36,353
	<i>Transfer Between Reserves</i>	260	- 260	-	-	-	-	-	-
	Available Funds	- 10,440	- 1,938	- 3,786	- 14,038	- 14,178	-	- 757	- 45,137
	Mayor	504	-	-	-	-	-	-	504
	Corporate	5,983	-	125	-	-	-	-	6,108
	Business & Skills	- 257	-	250	11,338	-	-	746	12,077
	Delivery & Strategy	-	-	-	-	14,178	-	-	14,178
	Housing	-	-	-	-	-	-	-	-
	Subject to Approval expenditure	1,200	-	-	-	-	-	-	1,200
	Closing/Opening Balance	- 3,009	- 1,938	- 3,412	- 2,701	-	-	- 11	- 11,071

6. Corporate Services Directorate

- 6.1. Given the 'non-discretionary' nature of Corporate costs, which are driven by policy and operational requirements, all costs are classified as 'Approved'.

Salaries and Other Employee Costs

The staffing costs of the Combined Authority are presented gross, with recharges to specific grants and external bodies shown separately. This allows users of the budget to understand the overall size of the Authority while still showing that the core services of the Authority are maintained in a lean, commissioning, basis.

The Staffing budget has allowed for an anticipated annual pay award of 2%, along with an allowance for performance related pay increments thus shows a year on year increase, a significant proportion of this is offset by staffing recharges increasing in line with this.

6.2. Staffing Recharges

Where staff undertake work relating to specific grant funded projects, or work on behalf of subsidiary companies, the costs relating to those staff are recharged.

For subsidiary companies this represents an income stream to the Combined Authority, for specific grant funded projects this reduces the net cost of staffing that is met by the combined authority's general revenue funding.

These recharges are shown in the corporate services directorate to give an accurate net cost of the service and the project budgets are shown inclusive of the staffing costs within the relevant line to show the total cost of individual projects.

6.3. Support Services

The CPCA continues to operate a lean structure. To enable that efficiency some support services are provided by external organisations such as democratic services from Cambridgeshire County Council and IT support from a local authority subsidiary.

6.4. Corporate Overheads

Corporate Overheads include the costs of running an office as well as the specific costs of being in business (e.g. audit). There are initial savings of £40k per year forecast in the accommodation budget line; further savings are anticipated, however they cannot be quantified until the long term accommodation solution for the Combined Authority Officers is known.

6.5. Governance

This section identifies the costs of holding meetings and the allowances and expenses of the Business Board, independent panels and the independent Chair of the Audit and Governance Committee.

6.6. Election Costs

The CPCA makes a contribution of £260k per year to a reserve which provides for the costs of the Mayoral election every four years. This annual contribution is shown in the funding tables, and the drawdown against it can be seen in 2021/22 to pay for the costs of the election.

6.7. Corporate Response Fund

The Corporate Response Fund enables the organisation to react to emerging ideas, concepts, and central Government policy. Use of this funding requires the approval of the Chief Executive.

6.8. Interest receivable on Investments

This line shows the income forecast to be received from Treasury Management activities in each year. This has dropped from >£1.5m in 2019-20 to near zero by the end of the MTFP due to the current economic conditions creating very low, and in some cases negative, interest rates on lending.

6.9. Interest on Borrowing

CPCA currently has an agreed cap with the Treasury that enables it to borrow up to £84.61m to finance capital related schemes. The revenue budget makes provision for a level of borrowing within the MTFP to allow it the flexibility to borrow to accelerate delivery if required.

Workstream Budgets

6.10. Contribution to A14 Upgrade (DfT)

As part of the current A14 upgrade works, an agreement was reached in October 2014 with all the Local Authorities in the area, and the Local Enterprise Partnership (LEP), that local contributions totalling £100m would be made towards the project. The LEP's contribution to this agreement was set at 30% of the LEP's share of the Enterprise Zone receipts from the Alconbury Weald site received in each financial year from 2019-20 onwards. This commitment was taken over by the CPCA and the Business Board when the CPCA took over the activities and business of the LEP in April 2018. This budget line represents 30% of the forecast receipts receivable by the CPCA from Alconbury Weald in each financial year.

7. Business and Skills Directorate

7.1. Overview

The Business and Skills Directorate and the Business Board, for which it supplies the executive support, is focused on the Combined Authority's vision to double our economy. Its strategic approach in achieving this is to:

- **Improve the long-term capacity for growth in Greater Cambridge** to support the expansion of this innovation powerhouse and, crucially, reduce the risk of any stalling in the long-term high growth rates that have been enjoyed for several decades.
- **Increase sustainability and broaden the base of local economic growth**, by identifying opportunities for high growth companies to accelerate business growth where there is greater absorptive capacity, beyond the current bottlenecks to growth in Greater Cambridge.
- **Do this by expanding and building upon the clusters and networks** that have enabled Cambridge to become a global leader in innovative growth, creating an

economy-wide business support eco-system to promote inclusive business growth.

Business and Skills Projects and Programmes are described in the sections below.

7.2. Adult Education Budget (AEB)

The devolved Adult Education Budget funds a service providing improved adult education to raise mid-level skills in the north and east of the economy, to increase productivity and support business growth in these areas. It also aims to fill critical gaps in skills in Greater Cambridge, including digital and laboratory technician skills. Following on from the previous year of devolution planning, the provision of service delivery began in August/September 2019. The budget is divided into three distinct areas:

- AEB Devolution Programme – the full allocation of the grant that is due for receipt, less the programme costs, as detailed below.
- AEB innovation Fund – A newly released fund in 2020-21, seeking innovative new ways of engaging with and educating those most disadvantaged due to lack of skills or a lack of digital access.
- AEB Programme Costs – provision of staffing and services to ensure delivery of the programme. This is the 3.5% top-slice of the AEB grant. As part of introducing clarity for corporate staffing costs and funded programmes, all staffing costs are included within this project. The staffing recharge will ensure that there is a net zero effect on the budget.

7.3. Business Rebound & Growth Service

This is a proactive integrated programme incorporating 4 key service lines to support the region's businesses to rebound and grow in 2021. The programme will run over three years and aims to create over 6,000 jobs through a focussed growth coaching service, a proactive and global inward investment team and a comprehensive skills brokerage service (which includes our drive to create apprenticeships). All these services are also backed up by significant Capital Grant and Equity Funding to harness the rebound and future growth opportunities for our local businesses.

7.4. Careers & Enterprise Company (CEC)

The Careers & Enterprise Company (CEC) is the national vehicle used to deliver careers advice and guidance in schools. The programme is linked to the Skills Brokerage Service which will, run from December 2020, as an outsourced element of the wider Business Growth Service. As with the AEB budget all staffing related costs are included here as a recharge from the Corporate staffing budget.

7.5. Economic Rapid Response

The Economic Rapid Response budget is a multi-year cost provision for the development and launch of new business support interventions that become necessary and are approved by both the Business Board and CA Board, to respond to:

- Changes in strategy, either economic or industrial
- Economic shocks such as large employer closures, Brexit or pandemics
- Budgetary opportunities such as through spending reviews or new national programmes

This fund is designed to allow rapid mobilisation of new forms of business support interventions in the event of economic shocks or for the piloting of new ideas to build the

evidence to secure additional funding from government for the CPCA to extend its capacity to deliver the objectives of the Local Industrial Strategy and Local COVID 19 Economic Recovery Strategy.

7.6. Enterprise Zone Investment

£50k of revenue funding is budgeted for in 2021-22 to support specific Enterprise Zone promotional and inwards investment activity. This will also include updating the Combined Authority website to ensure it links in with the Enterprise Zone sites within the area (Cambridge Compass and Alconbury Weald).

7.7. Growth Hub including EU Exit Funding and COVID 19 Business Advice

The Growth Hub is a telephone based signposting service to local organisations providing advice and growth support. The board has agreed to the outsourcing of this service from December 2020. The revenue from Business, Energy and Industrial Strategy (BEIS), the sponsors of the service, and the outflow of costs to the contractor, via the Cambridgeshire & Peterborough Growth Company will continue to be included in the MTFP.

Additional services provided under sub-contract, have been provided to businesses and individuals regarding the EU Exit to ensure continuity of trade and the stability of European National Workers as well as to support businesses in accessing funding and advice relating to the COVID 19 pandemic effects on businesses.

Both COVID 19 advice and EU Exit activities are being supported by top-up funding within this financial year from MHCLG, which will carry forward into 2021/22.

7.8. Health and Care Sector Work Academy

The Health and Care Sector Work Academy provides additional education and work-based training for employees both in, and looking to enter, the health and social care work field. Traditionally a low-skill, low-pay area of work, the intention is to up-skill employees to improve outcomes. The academy is delivered on behalf of the Combined Authority by City College, Peterborough.

7.9. High Value Courses

As part of the government's response to COVID-19, this skills offer has been developed to support school and college leavers who are at higher risk of becoming not in education, employment or training because of Coronavirus (COVID-19). The additional funding will be made available to the existing adult education provider base, through current AEB grant funding mechanisms.

7.10. Insight & Evaluation Programme

In Spring 2020, we commissioned Metro Dynamics to coordinate a wide-ranging research programme to help us understand the detailed impacts of COVID-19 on our local economy. A regularly updated Dashboard is now being produced detailing the impacts on our local businesses, jobs losses and skills insights. This is our live evidence base to ensure our Local Economic Recovery Strategy flexes with the changing landscape and our Local Industrial Strategy (LIS), Skills, AEB and four main sector strategies are also adapted accordingly. This ongoing insight has proved to be invaluable during the COVID disrupted period and will also be vital as we monitor the region's economic recovery, the fluctuating pace of that recovery and the key trends of this recovery across our sub-economies during the MTFP period. Within this work programme, an evaluation of our recent LGF

Investments will also be continued to help us inform our future LGF Programme.

7.11. Local Growth Fund Costs

This line was not shown in previous versions of the budget or MTFP as the costs for running the Local Growth Fund (LGF), were included within the Corporate revenue budget. By showing these costs separately, we can ensure that all relevant costs are recognised and charged against the Local Growth Fund top-slice reserve.

7.12. Market Towns & Cities Strategies

This budget line supports growth in our market towns through the production of a Masterplan for each and funding to co-invest in the implementation of those plans. It also supports investment into our two city centres to support adaption of them for COVID 19 social distancing and to renew them for a post-COVID 19 retail and leisure economy. The St. Neots plan is shown separately in this report (section 7.18).

7.13. Marketing and Promotion of Services

Provision has been made for a Business and Skills Marketing budget to ensure that the CPCA business and skills support interventions are well publicised. This new expenditure line is funded from a top-slice from a range of activity budgets within the Directorate, as it will promote and publicise case studies demonstrating the benefits to learners, citizens and businesses arising from the complete range of business & Skills programmes and investments.

7.14. Sector Based Work Academies

Funded from within the devolved Adult Education Budget, Sector Based Work Academies are designed to help Jobcentre Plus claimants to build confidence, improve their job prospects and enhance their CV, whilst helping employers with local job vacancies to access a pool of talent on a trial basis with the aim of claimants going into sustainable employment.

7.15. Shared Prosperity Fund Evidence Base & Pilot Fund

Shared Prosperity Fund Evidence Base & Pilot Fund is a one year budget provision to gather and build an evidence base to support the CPCA's case for the full devolution of, and maximum possible local allocation of, the Shared Prosperity Fund (SPF). This fund will replace the current Local Growth Fund, the European Social Fund and European Regional Development Fund. It could be worth between £100m and £200m to the CPCA between 2022 and 2027. This budget line is a provision to gather evidence to support the authoring of business cases for individual large-scale projects, to act as a combined government ask and portfolio for initiatives to be funded by the SPF 2022-27. It will include SOBCs for at least:

- £80m University Phase 3 teaching capacity build out to 8,500 pa graduates.
- £85m Net Zero R&D programme connecting the Peterborough University Research Centre with the wider greater Cambridge R&D network to the south.
- £50m to expand the Whittle Laboratory for zero emission aviation development
- £50m to implement the first phase of Peterborough Station Quarter

7.16. Skills Advisory Panel

Skills Advisory Panels are local partnerships aiming to strengthen the link between public and private sector employers, local authorities, colleges and universities. They reflect the

geography of the Local Industrial Strategies and support Mayoral Combined Authorities and Local Enterprise Partnerships fulfil their local leadership role in the skills system by helping them understand their current and future skills needs and labour market challenges.

7.17. Skills Rapid Response

The Skills Rapid Response budget is a multi-year cost provision for the development and launch of new skills development interventions that become necessary and are approved by both the Skills Committee and CA Board, to respond to:

- Changes in strategy, either economic or skills
- Economic shocks such as large employer closures, Brexit or pandemics
- Budgetary opportunities such as through spending reviews or new national programmes

This fund is designed to allow rapid mobilisation of new forms of skills programmes in the event of economic shocks or for the piloting of new ideas to build the evidence to secure additional funding from government for the CPCA to extend its capacity to deliver the objectives of the Skills Strategy and Local COVID 19 Economic Recovery Strategy.

7.18. St Neots Masterplan

The funding for this project had previously been included in the Market Town Implementation of Strategies line as referred to above.

8. Delivery and Strategy Directorate

8.1. The Delivery and Strategy Directorate promotes the Mayor and Combined Authority's growth ambition by:

- Supporting their role as the Transport Authority, developing and overseeing the delivery of new transport schemes, developing the Local Transport Plan, and ensuring the provision of subsidised public transport by delivery partners.
- Supporting Local Planning Authorities by developing an overall spatial framework for the area.
- Providing programme and performance management to ensure successful delivery of Combined Authority projects; and
- Supporting the Mayor and Combined Authority's role in public service reform.

Delivery and Strategy revenue projects in the MTFP period include:

8.2. A142 Chatteris to Snailwell

A study to identify current challenges and future options to enhance safety, reduce congestion and improve journey time reliability, to improve access into and out of the Fens in support of Devolution Deal objectives. Fits with Cambridgeshire and Peterborough Independent Economic Review, Local Transport Plan, Local Industrial Strategy, Housing, Local Transport Plan and climate change agendas.

Bus Review Implementation.

This project is taking forward the Mayor's Strategic Bus Review under the guidance of the Bus Reform Task Force. It is recommending both short-term improvements to bus services

and longer-term options for better delivery models, including considering the scope for enhanced partnerships with bus operators, and potentially franchising.

8.3. Climate Change

This budget will fund research and other support for the Independent Commission on Climate Change. This includes support for public engagement. The research activity is being identified by the Commission to complement existing material and address specific gaps in knowledge. The Commission will report its initial recommendations in February 2021.

8.4. Development of Key Route Network

To identify and classify a Key Route network, designing an operation and maintenance strategy, in line with the Devolution Deal commitment.

8.5. Harston Capacity Study

A review of options to improve safety, reduce congestion and improve journey time reliability that align with Cambridgeshire and Peterborough Independent Economic Review, Local Transport Plan, Local Industrial Strategy, and the Housing Strategy.

8.6. Local Transport Plan

The Local Transport Plan (LTP) was published in February 2020. In order to reflect on the impacts of the COVID pandemic and any potential changes resulting from a number of councils' local plans being updated in the early part of the MTFP period, it is prudent to make provision for a possible need to refresh the LTP in 2021/22. In addition, there are a number of key, underpinning sub-strategies to the LTP that require updating to ensure they are aligned with emerging central and local government policy.

8.7. Monitoring and Evaluation Framework

The Combined Authority is obliged by the terms of the Devolution Deal to maintain a Monitoring and Evaluation Framework and to pay for external evaluation of its programme. This budget reflects contractual commitments with the external evaluator and Cambridgeshire County Council's Business Intelligence Team.

8.8. Non-Statutory Spatial Framework (Phase 2)

The Combined Authority has a commitment under the Devolution Deal to produce a Non-statutory Strategic Spatial Framework. Phase 1 of the Framework was completed in 2018. This budget is to support development of Phase 2, including developing and maintaining a suitable evidence-base.

8.9. Sawston Station Contribution

Match funding in the event of a successful outcomes to Sawston's 'Restoring Your Railway Fund' application.

8.10. Segregated Cycling Holme to Sawtry

A study to design a segregated cycle and pedestrian route between Holme and Sawtry. Active travel measures with segregated routes for cycling and walking are a Local Transport Plan priority.

8.11. Transport CPCA Bus Operation

Under current arrangements, Transport Levy funding raised from the two Highways

Authorities is passported back to them in full, to fund Transport Authority functions exercised under delegation from the Combined Authority. From 1 April 2021, the Levy will still be raised by the two Highway Authorities but will not be passported back to them, instead being spent directly by the Combined Authority.

8.12. Transport Response Fund

Funding to enable the development of a future pipeline of deliverable transport schemes in support of Combined Authority objectives.

9. Housing Directorate

9.1. Community Land Trusts (CLT) and £100k Housing

The Housing Strategy (September 2018) recognises that there is a need to deliver genuinely affordable housing across the Combined Authority Area. It further recognises that there is a gap in the market that provides for those who do not qualify for traditional affordable housing and for whom open market housing is out of reach.

£100k Homes and Community Land Trusts (CLTs) are referenced as a mechanism that could enable the Combined Authority to make a contribution to meet our housing objectives and respond to demand for cheaper housing for local people. It is recommended within the strategy to explore and deliver the £100k Homes project. CLTs are referenced as a means not only to deliver genuinely affordable housing but also as vehicles to potentially utilise the mechanism of land value capture.

On 25 September 2019 the Board approved the inclusion of these projects in the 2019/20 Business Plan and further agreed a total budget allocation of £250,000 to progress these projects.

£100k Homes is an exciting new initiative and is the first of its kind in the country. Developing and delivering this initiative will provide those individuals who are struggling to enter the housing market with a real opportunity to buy their own home at an affordable price.

The first £100k homes are now being delivered in South Cambridgeshire with more to follow.

9.2. Community Land Trusts

These are a mechanism to deliver community-led housing. Community-led housing is an attractive and affordable alternative to conventional housing and can be part of the answer where communities come together to design and build affordable homes for the benefit of local households most in need.

The Combined Authority vision for Cambridgeshire and Peterborough is to have the most advanced community-led housing sector in the UK, where local people in confident, and resilient communities have access to the skills and expertise to create attractive local homes that they can genuinely afford.

Housing plays an important role in the growth of our local economy but across Cambridgeshire and Peterborough too many young people and families are unable to stay

in their communities, close to their place of work, because they cannot access decent housing that they can genuinely afford on their local incomes.

To support the 'scaling up' of community-led housing across Cambridgeshire and Peterborough, the Combined Authority can:

- Mobilise public support for new homes.
- Widen the range of housing products that are available, including homes for local people that are priced out of home ownership.
- Boost community ownership of assets.
- Diversify the local housebuilding market, building collaboration, innovation, skills, and local supply chains.
- Inspire stronger local communities with increased confidence, capacity, and control.

9.3. Housing Response Fund

Funding to enable the development of a future pipeline of deliverable housing schemes in support of Combined Authority objectives.

9.4. Garden Villages

This project relates to the negotiation and exchange of land option deals on the proposed CAM metro network to support a land value capture strategy to deliver garden villages. While there is no funding in the 2021/22 budget for this an in-year underspend is anticipated and thus work will continue into the new financial year. This activity is to be transferred from CPCA to the CAM delivery company for further progression.

10. Revenue Budget Conclusions

- 10.1. The revenue budget position for 2021/22 and the MTFP, including both approved and subject to approval expenditure is affordable within the anticipated funding sources. Current spending plans leave uncommitted revenue single pot funding of £3,009k at the end of 2024/25 in addition to the £1m minimum prudent reserve level agreed in January 2019.

11. Capital Programme

11.1. Development of the Capital Programme

Table 4 below, presents a summary of Approved budget totals by Directorate and year, creating a clear link to forecast funding brought forward into 2021/22 and projected drawdown across the lifetime of the MTFP. A summary of Subject to Approval budget lines is included in each year showing, via a negative figure at the end of each year, that the programme is affordable across the lifetime of the MTFP.

Appendix 2 shows the detailed Directorate Capital budget for 2021/22 and the Capital programme for the duration of the MTFP. The Capital programme differentiates between budget lines which have been 'Approved' for spending and those which are 'Subject to Approval' - budget lines that have been identified but require further approval from the Combined Authority Board to allow spending to commence.

Table 4 – Capital programme funding summary

Financial Year		Capital Single Pot	Cambridge City Housing Fund	Housing Infrastructure Grants	Housing Loan Fund	Local Growth Fund/Getting Building Fund	Highways Capital Grants	Total
	Forecast Balance at 01/04/21	- 21,749	- 7,300	- 37,055	- 456	- 16,053	-	- 82,613
2021/22	Funds Received in Year	- 42,000	-	-	- 23,058	- 7,893	- 23,080	- 96,031
	Available Funds	- 63,749	- 7,300	- 37,055	- 23,514	- 23,946	- 23,080	- 178,644
	Business & Skills Approved	-	-	-	-	4,000	-	4,000
	Delivery & Strategy Approved	18,087	-	-	-	-	23,080	41,167
	Housing Approved	-	3,204	12,000	5,728	-	-	20,932
	Corporate Approved	44	-	-	-	-	-	44
	Business & Skills subject to approval	4,500	-	-	-	14,600	-	19,100
	Delivery & Strategy subject to approval	27,648	-	-	-	-	-	27,648
	Housing subject to approval	-	-	-	17,786	-	-	17,786
	Corporate subject to approval	-	-	-	-	-	-	-
	Closing/Opening Balance	- 13,471	- 4,096	- 25,055	-	- 5,346	-	- 47,967
2022/23	Funds Received in Year	- 33,000	-	-	- 26,358	- 1,338	- 23,080	- 83,776
	Available Funds	- 46,471	- 4,096	- 25,055	- 26,358	- 6,684	- 23,080	- 131,743
	Business & Skills Approved	-	-	-	-	4,000	-	4,000
	Delivery & Strategy Approved	4,000	-	-	-	-	23,080	27,080
	Housing Approved	-	4,096	22,000	593	-	-	26,689
	Corporate Approved	38	-	-	-	-	-	38
	Business & Skills subject to approval	-	-	-	-	-	-	-
	Delivery & Strategy subject to approval	31,630	-	-	-	-	-	31,630
	Housing subject to approval	-	-	-	25,421	-	-	25,421
	Corporate subject to approval	-	-	-	-	-	-	-
	Closing/Opening Balance	- 10,803	-	- 3,055	- 344	- 2,684	-	- 16,885
2023/24	Funds Received in Year	- 12,000	-	-	-	- 708	- 23,080	- 35,788
	Available Funds	- 22,803	-	- 3,055	- 344	- 3,392	- 23,080	- 52,674
	Business & Skills Approved	-	-	-	-	3,000	-	3,000
	Delivery & Strategy Approved	-	-	-	-	-	23,080	23,080
	Housing Approved	-	-	3,055	-	-	-	3,055
	Corporate Approved	38	-	-	-	-	-	38
	Business & Skills subject to approval	-	-	-	-	-	-	-
	Delivery & Strategy subject to approval	15,700	-	-	-	-	-	15,700
	Housing subject to approval	-	-	-	-	-	-	-
	Corporate subject to approval	-	-	-	-	-	-	-
	Closing/Opening Balance	- 7,065	-	-	- 344	- 392	-	- 7,801
2024/5	Funds Received in Year	- 12,000	-	-	-	- 705	- 23,080	- 35,785
	Available Funds	- 19,065	-	-	- 344	- 1,097	- 23,080	- 43,585
	Business & Skills Approved	-	-	-	-	-	-	-
	Delivery & Strategy Approved	-	-	-	-	-	23,080	23,080
	Housing Approved	-	-	-	344	-	-	344
	Corporate Approved	38	-	-	-	-	-	38
	Business & Skills subject to approval	-	-	-	-	-	-	-
	Delivery & Strategy subject to approval	5,300	-	-	-	-	-	5,300
	Housing subject to approval	-	-	-	-	-	-	-
	Corporate subject to approval	-	-	-	-	-	-	-
	Closing/Opening Balance	- 13,727	-	-	-	- 1,097	-	- 14,824

12. Corporate Services Directorate

12.1. ICT Capital

This is the budget for purchase of IT hardware (laptops, etc) for staff. It is higher in year 1 as there are a number of staff who will be joining the Combined Authority as it starts direct delivery of Transport Functions in 2021/22, after that there is an expectation of a constant rolling cost of replacement as assets reach the end of their useful life.

13. Business and Skills Directorate

Business and Skills capital projects are categorised into two distinct sections:

1. **CPCA Funded Projects** – directly funded by CPCA (section 13.1).
2. **Growth Fund Projects** – directly funded through current and recycled growth funds from Government (section 13.2).

13.1. CPCA Funded Projects

13.1.1. University of Peterborough

As this project will be being delivered via a Joint Venture with Peterborough City Council and Anglia Ruskin University, and the Combined Authority will be investing in equity shares in the 2020/21 financial year, the project no-longer appears in the Medium Term Financial Plan. However, this is a function of the delivery approach and it is still a Mayoral Key Priority Project.

13.1.2. Market Town Master Plan Implementation

The Combined Authority is currently receiving bids based on the Market Towns masterplans which were completed in 2020/21 and this capital funding is available to support the delivery of projects which match the masterplans' vision.

13.2. Growth Fund Projects

- 13.2.1. £147m of Local Growth Funding was awarded to the area to enable the delivery of jobs and skills outcomes in partnership with local businesses between 2015 and 2021. This funding had to be defrayed by March 2021 thus the CPCA's financial contributions do not extend into 2021-22 and the projects do not appear in the 2021-25 MTFP. As the projects are committed to deliver jobs and skills outputs in the area on an ongoing basis the Business and Skills team are involved in monitoring and evaluation processes, which are reported to both the CPCA Board and central Government. These projects are listed in **Appendix 3** for reference

13.2.2. Business Rebound & Growth Service – Capital Grant and Equity Fund

This is a capital fund to be invested via the new Business Rebound and Growth Service in high growth potential companies over the next three years. This will be offered as a mix of grants for lower value interventions and in return for equity for larger amounts. This is funded by recycled growth funds.

13.2.3. **Getting Building Fund - University of Peterborough Phase 2**

The Combined Authority and the Business Board have been awarded £14.6m of new growth funding called the Getting Building Fund – this has been earmarked for the second phase of the University of Peterborough programme. This project has now been recommended by the Business Board, and accepted by Mayoral Decision Notice, and an updated spend profile will be available in time for the final budget setting in January.

13.2.4. **Illumina Accelerator**

This is the continuation of funding (total £3m) for the Combined Authority's investment into a £30m fund, recommended by the Business Board, to accelerate innovation in the biotechnology and life sciences industries by enabling and supporting new businesses which will result in creating local employment and generating economic benefit in the UK

14. Delivery and Strategy Directorate

14.1. **A10 Dualling OBC**

The Combined Authority has decided to take the project to dual and improve junctions on the A10 between Ely and Cambridge to Outline Business Case stage on the basis of the strong value for money demonstrated by the Strategic Outline Business Case. This funding will be deployed alongside any commitments made by the government under the Large Local Majors and Major Route Network funds.

14.2. **A16 Norwood Dualling**

Proposed housing development at the Norwood site in Peterborough will be unlocked by a package of measures which include dualling a short stretch of the A16. The Strategic Outline Business Case is being finalised. This budget funds the outline business case, full business case and construction.

14.3. **A141 OBC and FBC**

This funds the next stage of business case development to identify a single route option for multi modal improvements around north Huntingdon in support of housing and economic growth, to reduce congestion and provide active travel measure options for sustainable travel.

14.4. **A1260 Nene Parkway Junction 15**

This provides funding for a scheme to unlock congestion at a pinch-point roundabout on the West of Peterborough's urban area.

14.5. **A1260 Nene Parkway Junctions 32-3**

This funds a package of improvements to reduce congestion and enable growth at the main South-Western access route to Peterborough.

14.6. **CAM SPV Running Costs**

A capital investment into the One CAM Limited company, to fund its operational costs.

14.7. **CAM Business Cases Development**

A capital investment into the One CAM Limited company to fund the development of the

business case.

14.8. Coldhams Lane Roundabout Improvements

This funds improvements at this junction in Cambridge to provide a safer and more pleasant environment for pedestrians and cyclists.

14.9. Digital Connectivity Infrastructure Programme

This supports growth and inclusion by delivering wider broadband connectivity, better mobile coverage, and helping introduce new developments such as 5G.

14.10. Fengate Access Studies Phase 1

This funds study work to enable significant growth and job creation on Peterborough's Eastern edge.

14.11. Fengate Access Studies Phase 2 (University Access)

This funds study work to enable significant growth and job creation on Peterborough's Eastern edge and access to the new development area for the University.

14.12. Highways Maintenance

This is funding from national government for road maintenance which the Combined Authority passes to the two local highways authorities to support their work.

14.13. King's Dyke

The Combined Authority is the major funding contributor to this vital Cambridgeshire County Council scheme to provide a new road replacement for the King's Dyke level crossing.

14.14. March Area Transport Strategy

This funding is for the development of a package of longer-term infrastructure improvements in March to enable growth. In addition, the Combined Authority is funding a package of Quick Wins to improve traffic flow, and pedestrian and cycle connectivity. This line provides funding for that work.

14.15. Regeneration of Fenland Railway Stations

The Combined Authority has agreed to fund a package of improvements to stations at Manea, Whittlesea and March, improving the public realm to encourage modal shift for sustainable journeys to Peterborough, Cambridge and beyond.

14.16. Snailwell Loop

Study to identify options for reopening loop and improving rail connectivity between Ely and Newmarket in line with the Devolution Deal commitment. Promotes modal shift into sustainable transport supports both local, regional and national agendas.

14.17. Soham Station

A rail station is being reinstated at Soham. The Board agreed in September 2019 to fund the construction phase of the project. Enabling works commenced in September 2020, and the planned opening date has been brought forward to December 2021. This budget meets the costs of that construction phase.

14.18. St. Ives (SOBC, OBC & FBC)

This funds a study to identify and develop a set of interventions to reduce congestion,

improve safety and journey time reliability alongside improved cycling and walking provision for sustainable transport alternatives.

14.19. Transport Modelling

This budget allows the Combined Authority, as Transport Authority, to fulfil its strategic responsibilities by ensuring transport scheme development is supported with adequate modelling capacity based on cutting edge technologies.

14.20. Wisbech Access Strategy

This is the funding for the first phase of a package of improvements to key road junctions in and around Wisbech.

14.21. Wisbech Rail

This budget line allows continued funding for the project to restore the rail connection between Wisbech and Cambridge, taking work beyond the current GRIP 3b (Governance for Railway Investment Projects) stage.

15. Housing Directorate

15.1. In 2017, the Combined Authority successfully negotiated £170 million from Government for delivery of an ambitious housing programme providing 2,500 new affordable homes by March 2022.

15.2. Within this programme, £100 million is available to be used across the Combined Authority area to deliver 2,000 affordable homes and £70 million is available to Cambridge City Council to deliver 500 new council homes.

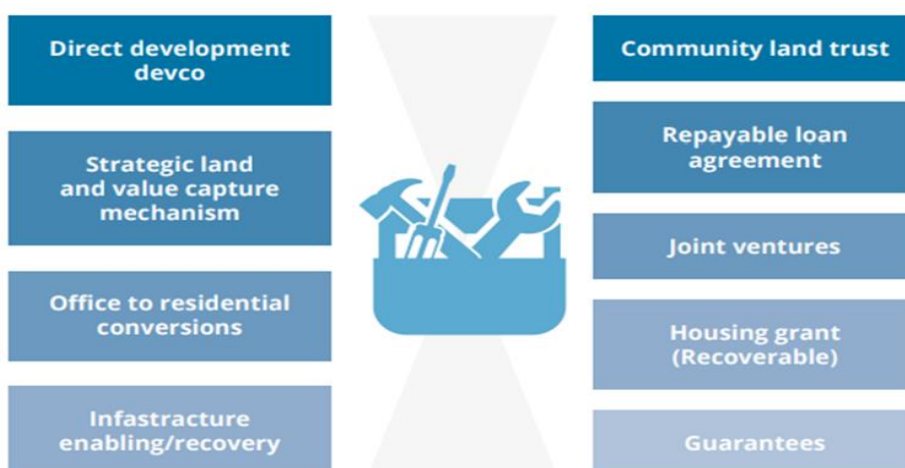
15.3. The Housing and Development Team at the Combined Authority is working with officers in all partner local authorities (via the Cambridgeshire and Peterborough Housing Board) to identify new schemes to come forward for support from the Affordable Housing Programme. The Team is also building relationships with landowners, developers and housing providers to seek opportunities to influence, enable and accelerate delivery of new affordable housing across the Combined Authority area.

15.4. The Combined Authority Housing Strategy was approved by the Board in September 2018 and included three core objectives as illustrated in the diagram below:



15.5. The Housing Strategy also approved a flexible, multi-toolkit approach as the most effective way of accelerating affordable housing delivery. The use of grant as a tool to help unlock sites and deliver additional affordable housing is one of these tools:

A flexible multi-toolkit approach



15.6. Of the £170M funding, £70M has been allocated to grant funding provision of 500 affordable housing units within Cambridge City. The remaining £100M is intended to deliver a further 2,000 affordable housing units. £60M of this is allocated to grant funding outside of Cambridge City, and the remaining £40M is allocated to the flexible multi-toolkit to accelerate delivery of housing through other initiatives such as loan agreements and joint ventures.

15.7. Affordable Housing Grant Programme Outside of Cambridge City

The Combined Authority's Affordable Housing programme runs for five years from 1 April 2017 to 31 March 2022 with the ambition to deliver a minimum of 2,000 new affordable homes.

It is anticipated that over its lifetime, the programme will support a mixed portfolio of schemes including strategic sites and projects brought forward by housing associations,

developers and Community Land Trusts (CLTs). It includes the intended use of grant and a revolving fund to help unlock sites and deliver additional affordable housing, alongside other tools to support and enable housing delivery. In October 2020 the programme had 1,536 units approved, of which 615 units have started on site. £39.6m of grant funding has been approved.

15.8. Cambridge City Housing Programme

This element of the programme is implemented directly by Cambridge City Council's Housing team with funding from the Combined Authority. The target is to deliver 500 affordable homes by March 2022.

Cambridge City Council is forecasting a total spend of £120 million on its housing programme, comprising £70 million grant via the Combined Authority plus £50 million City Council resources including Right to Buy receipts and HRA funding. This figure is set to rise to £136 million with the inclusion of a new scheme at Campkin Road.

In October 2020 there were 293 net new unit starts on site which represents 58.6% of the delivery target against 45% spend (£31.4m) of the available funding.

15.9. Housing Investment (revolving) Fund

On the 26th September 2018 the Combined Authority Board approved a flexible multi toolkit housing strategy to provide a selection of tools and a flexible approach in which housing delivery can be achieved and accelerated.

The strategy included the provision of a £40m rolling fund from within the £100m housing programme to be used for a strategic investment toolkit to enable opportunities to deliver housing over and above solely issuing traditional grant. The toolkit includes initiatives such as repayable loan agreements, land value capture, recoverable housing grant, equity investment, and direct delivery.

The revolving fund is currently committed to 5 different loans delivering 213 new houses which includes 53 affordable housing units started on site at no extra cost to the taxpayer.

Significant Implications

16. Financial Implications

- 16.1. There are no financial implications beyond those identified in the paper.

17. Legal Implications

- 17.1. The budget setting process is as set out in the Combined Authority's Constitution

18. Appendices

- 18.1. Appendix 1 – Draft 2021/22 Revenue Budget and Medium-Term Financial Plan
- 18.2. Appendix 2 – Draft Capital Programme 2021/22 to 2024/25

18.3. Appendix 3 – Ongoing Local Growth Funded Projects

19. Background Papers

19.1. Cambridgeshire and Peterborough Combined Authority Constitution
[Link to document on Combined Authority Website](#)

Appendix 1a – Draft Mayoral Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
	<u>Mayor's Office</u>				
	Mayor's Allowance	96	98	100	102
	Mayor's Conference Attendance	10	10	10	10
	Mayor's Office Expenses	40	40	40	40
	Mayor's Office Accommodation	77	77	77	77
	Mayor's Office Staff	260	265	270	275
	Total Mayor's Costs	483	490	497	504
	Total Mayor's Approved Budgets	483	490	497	504

Appendix 1b – Draft Corporate Services Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
6.2	<u>Combined Authority Staffing Costs (inc NI & Pen 'er)</u>				
	Chief Executive	309	328	335	342
	Housing Directorate				
	Housing	569	606	620	635
	Business and Skills Directorate				
	Business and Skills	1,082	1,118	1,116	1,112
	Growth Hub	-	-	92	187
	AEB	242	250	259	267
	Delivery & Strategy Directorate				
	Delivery & Strategy	1,218	1,265	1,300	1,333
	Corporate Services Directorate				
	Legal and Governance	832	862	886	908
	Finance	665	697	730	751
	HR	180	164	171	174
	Communications	354	367	379	390
	Total Combined Authority Staffing Costs	5,451	5,658	5,887	6,099
6.2	<u>Other Employee Costs</u>				
	Travel and professional memberships	80	80	80	80
	Apprenticeship Levy	-	-	-	-
	Training	90	70	71	64
	Change Management Reserve	157	162	158	160
	Total Other Employee Costs	327	312	309	304
6.4	<u>Support Services</u>				
	External Legal Counsel	65	65	65	65
	Finance Service	74	75	76	77
	Democratic Services	95	100	100	100
	Payroll	4	4	4	4
	HR	13	13	13	13
	Procurement	8	8	7	7
	Finance System	-	-	-	-
	ICT external support	48	48	48	48
	Total Externally Commissioned Support Services	307	313	313	314
6.5	<u>Corporate Overheads</u>				
	Accommodation Costs	300	300	300	300
	Software Licences, Mobile Phones cost	102	102	102	102
	Communications	42	42	42	42
	Website Development	10	10	10	10
	Recruitment Costs	88	48	48	48
	Insurance	35	35	35	35
	Audit Costs	132	132	132	132
	Office running costs	31	31	31	31
	Corporate Subscriptions	36	36	36	36
	Total Corporate Overheads	775	735	735	735

6.6	<u>Governance Costs</u>				
	Committee/Business Board Allowances	144	144	144	144
	Miscellaneous	-	-	-	-
	Total Governance Costs	144	144	144	144
6.7	<u>Election Costs</u>				
	Total Election Costs	1,040	-	-	-
6.8	<u>Corporate Response Fund</u>				
	Total Corporate Response Fund	145	145	145	145
	<u>Financing Costs</u>				
6.9	Interest Receivable on Investments	- 231	- 22	- 16	- 8
6.1	Interest on Borrowing	-	750	750	750
	Net Financing Costs	- 231	728	734	742
	Total Operational Budget	7,958	8,035	8,268	8,483
	<u>Workstream Budget</u>				
6.11	Contribution to A14 Upgrade (DfT)	96	99	99	99
	Total Feasibility Budget	96	99	99	99
6.3	<u>Staffing Recharges</u>				
	Internally Recharged Grant Funded Staff	- 1,379	- 1,334	- 1,147	- 1,260
	Externally Recharged Staff	- 709	- 813	- 1,162	- 1,214
	Total Recharges to Grant Funded Projects	- 2,088	- 2,147	- 2,309	- 2,473
	Total Corporate Services Approved Budgets	5,966	5,987	6,058	6,108

Appendix 1c – Draft Business and Skills Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
	Business & Skills				
7.2	AEB Devolution Programme	10,449	10,449	10,449	10,449
7.2	AEB Innovation Fund - Revenue	500	500	500	500
7.2	AEB Programme Costs	367	367	367	367
7.3	Business Rebound & Growth Service	2,630	3,639	2,785	-
7.4	Careers and Enterprise Company (CEC)	50	50	25	-
7.5	Economic Rapid Response	150	150	200	200
7.6	Enterprise Zone Investment	50	-	-	-
7.7	Growth Hub	-	-	123	246
7.8	Health and Care Sector Work Academy	232	-	-	-
7.9	High Value Courses	88	-	-	-
7.10	Insight & Evaluation Programme	75	75	75	75
7.11	Local Growth Fund Costs	530	429	-	-
7.12	Market Towns & Cities Strategies	100	-	-	-
7.13	Marketing and Promotion of Services	90	90	90	90
7.14	Sector Based Work Academies	86	-	-	-
7.15	Shared Prosperity Fund Evidence Base & Pilot Fund	100	-	-	-
7.16	Skills Advisory Panel (SAP) (DfE)	75	-	-	-
7.17	Skills Rapid Response	100	100	150	150
7.18	St Neots Masterplan	83	-	-	-
	Total Business & Skills Approved Budgets	15,755	15,848	14,763	12,077
	Total Business & Skills Subject to Approval	-	-	-	-
	Total Business & Skills Revenue Expenditure	15,755	15,848	14,763	12,077

Appendix 1d – Draft Delivery and Strategy Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
	<u>Delivery & Strategy</u>				
8.2	A142 Chatteris to Snailwell				
	Approved Project Costs	-	-	-	-
	Subject to Approval	150	-	-	-
8.3	Climate Change				
	Approved Project Costs	-	-	-	-
	Subject to Approval	100	100	100	100
8.4	Development of Key Route Network				
	Approved Project Costs	-	-	-	-
	Subject to Approval	150	-	-	-
8.5	Harston Capacity Study				
	Approved Project Costs	-	-	-	-
	Subject to Approval	150	-	-	-
8.6	Local Transport Plan				
	Approved Project Costs	-	-	-	-
	Subject to Approval	200	100	-	-
8.7	Monitoring and Evaluation Framework				
	Approved Project Costs	150	34	-	-
	Subject to Approval	-	36	70	-
8.8	Non-Statutory Spatial Framework (Phase 2)				
	Approved Project Costs	-	-	-	-
	Subject to Approval	100	100	-	-
8.9	Sawston Station Contribution				
	Approved Project Costs	-	-	-	-
	Subject to Approval	16	-	-	-
8.10	Segregated Cycling Holme to Sawtry				
	Approved Project Costs	-	-	-	-
	Subject to Approval	100	-	-	-
8.11	Transport CPCA Bus Operation				
	Approved Project Costs	13,360	13,627	13,900	14,178
	Subject to Approval	-	-	-	-
8.12	Transport Response Fund				
	Approved Project Costs	-	-	-	-
	Subject to Approval	650	650	650	650
	Total Delivery & Strategy Approved Projects	13,510	13,661	13,900	14,178
	Total Delivery & Strategy Projects Subject to Approval	1,616	986	820	750
	Total Delivery & Strategy Revenue Expenditure	15,126	14,647	14,720	14,928

Appendix 1e – Draft Housing Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
	Housing				
9.1&9.2	CLT and £100k Housing				
	Approved Project Costs	-	-	-	-
	Subject to Approval	100	100	100	100
9.3	Housing Response Fund				
	Approved Project Costs	-	-	-	-
	Subject to Approval	350	350	350	350
	Total Housing Approved Budgets	-	-	-	-
	Total Housing Projects Subject to Approval	450	450	450	450
	Total Housing Revenue Expenditure	450	450	450	450

Appendix 2a – Draft Corporate Services Capital Programme

Report Section Reference		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/5 £,000
12.1	ICT Captial				
	Approved Project Costs	44	38	38	38
	Subject to Approval				
	Total Corporate Approved Capital Projects	44	38	38	38
	Total Corporate Project Costs Subject to Approval	-	-	-	-
	Total Corporate Capital Projects	44	38	38	38

Appendix 2b – Draft Business and Skills Capital Programme

Report Section Referenc		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/25 £,000
13.2.2	Business Rebound & Growth Service - Capital Grant and Equity Fund				
	Approved Project Costs	3,000	3,000	3,000	-
13.2.3	Getting Building Fund - University of Peterborough Phase 2				
	Subject to Approval	14,600	-	-	-
13.2.4	Illumina Accelerator				
	Approved Project Costs	1,000	1,000	-	-
13.1.2	Market Town Master Plan Implementation				
	Approved Project Costs	-	-	-	-
	Subject to Approval	4,500	-	-	-
	Total Approved Business and Skills Capital Projects	4,000	4,000	3,000	-
	Total Business and Skills Project Costs Subject to Approval	19,100	-	-	-
	Total Business and Skills Capital Projects	23,100	4,000	3,000	-

Appendix 2c – Draft Delivery and Strategy Capital Programme

Report Section Referenc		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/5 £,000
14.1	A10 Dualling				
	Approved Project Costs	1,000	-	-	
	Subject to Approval	-	-	-	
14.2	A16 Norwood Dualling				
	Approved Project Costs	-	-	-	
	Subject to Approval	730	12,000	-	
14.3	A141 OBC & FBC				
	Approved Project Costs	-	-	-	
	Subject to Approval	-	650	1,300	2,300
14.4	A1260 Nene Parkway Junction 15				
	Approved Project Costs	-	-	-	
	Subject to Approval	5,000	-	-	
14.5	A1260 Nene Parkway Junction 32-3				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,000	1,500	-	
14.6	CAM SPV Running Costs				
	Approved Project Costs	-	-	-	
	Subject to Approval	2,000	-	-	
14.7	CAM Business Case Development				
	Approved Project Costs	-	-	-	-
	Subject to Approval	5,000	6,500	6,500	-
14.8	Coldhams Lane roundabout improvements				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,500	-	-	-
14.9	Digital Connectivity Infrastructure Programme				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,868	1,500	1,500	1,500
14.10	Fengate Access Studies Phase 1				
	Approved Project Costs	-	-	-	-
	Subject to Approval	600	4,200	-	-
14.11	Fengate Access Studies Phase 2 (University Access)				
	Approved Project Costs	-	-	-	-
	Subject to Approval	700	1,280	-	-
14.12	Highways Maintenance (with PCC and CCC)				
	Approved Project Costs	23,080	23,080	23,080	23,080
	Subject to Approval				
14.13	King's Dyke				
	Approved Project Costs	9,087	-	-	
	Subject to Approval	-	-	-	

Report Section Referenc		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/5 £,000
14.14	March Junction Improvements				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,500	-	-	-
14.15	Regeneration of Fenland Railway Stations				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,000	-	-	-
14.16	Snailwell Loop				-
	Approved Project Costs	-	-	-	-
	Subject to Approval	500	-	-	-
14.17	Soham Station				
	Approved Project Costs	8,000	4,000	-	-
	Subject to Approval	-	-	-	-
14.18	St. Ives (SOBC, OBC & FBC)				
	Approved Project Costs	-	-	-	-
	Subject to Approval	500	1,000	1,400	1,500
14.19	Transport Modelling				-
	Approved Project Costs	-	-	-	-
	Subject to Approval	750	-	-	-
14.20	Wisbech Access Strategy				
	Approved Project Costs	-	-	-	-
	Subject to Approval	3,000	-	-	-
14.21	Wisbech Rail				
	Approved Project Costs	-	-	-	-
	Subject to Approval	2,000	3,000	5,000	-
	Total Delivery and Strategy Approved Capital Projects	41,167	27,080	23,080	23,080
	Total Delivery and Strategy Projects Subject to Approval	27,648	31,630	15,700	5,300
	Total Delivery and Strategy Capital Projects	68,815	58,710	38,780	28,380

Appendix 2d – Draft Housing Capital Programme

Report Section Reference		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/25 £,000
15.7	Affordable Housing Grant Programme				
	Approved Project Costs	12,000	22,000	3,055	-
	Subject to Approval	-	-	-	-
15.8	Cambridge City Housing Programme				
	Approved Project Costs	3,204	4,096	-	-
	Subject to Approval	-	-	-	-
15.9	Housing Investment (revolving) Fund				
	Approved Project Costs	5,728	593	-	344
	Subject to Approval	17,786	25,421	-	-
	Total Housing Approved Capital Projects	20,932	26,689	3,055	344
	Total Housing Project Costs Subject to Approval	17,786	25,421	-	-
	Total Housing Capital Projects	38,719	52,110	3,055	344

LGF Project	Project Description	Primary Sector	Lead Organisation	Region Authority	LGF Amount	Direct Job Creation	Indirect Job Creation	TOTAL Job Creation
Accelerating Start-Ups, Scale-Ups & Set-Ups – Through Start-up & Growth Finance & Advice								
The Business Growth Service	GROWTH COACHING, EQUITY INVESTMENTS, SKILLS & FDI	All	CPCA	Huntingdonshire District Council	£5,407,000	47	5890	5937
Illumina Genomics Accelerator	START-UP TECH ACCERATOR EQUITY INVESTMENTS	Life Science	Illumina Cambridge Ltd	South Cambridgeshire District Council	£1,000,000	1033		1033
Startcodon Life Science Accelerator	START-UP TECH ACCERATOR EQUITY INVESTMENTS	Life Science	Start Codon Ltd	South Cambridgeshire District Council	£3,342,250	1730	3460	5190
Ascendal Transport Accelerator	START-UP TECH ACCERATOR EQUITY INVESTMENTS	Transport	Ascendal Ltd	South Cambridgeshire District Council	£965,000	2	200	202
Medtech Accelerator	START-UP TECH ACCERATOR EQUITY INVESTMENTS	Life Science	Health Enterprise East	South Cambridgeshire District Council	£500,000	0	0	0
Peterborough & Fens Manufacturing Association	EQUITY INVESTMENT IN START-UP BUSINESS NETWORK	Business Growth	Opportunity Peterborough	Peterborough City Council	£715,000	113	191	304
Terraview Company Expansion	GROWTH GRANT	Advanced Manufacturing	Terraview	South Cambridgeshire District Council	£120,000	15	Not available	15
Aerotron Company Expansion	GROWTH GRANT	Advanced Manufacturing	Aerotron Ltd	Fenland District Council	£1,400,000	140	15	155
Agri-Tech Growth Initiative	GROWTH GRANTS	AgriTech	CPCA	CPCA Wide projects	£3,036,252	300	0	300
Growing Places Fund Extension	GROWTH GRANTS	All	CPCA	CPCA Wide projects	£65,000	320	0	320
Signpost to Grant - CPCA Growth Hub	GROWTH GRANTS	All	CPCA	CPCA Wide projects	£120,000	0	0	0
COVID Capital Growth Grant Scheme	GROWTH GRANTS	All	CPCA	CPCA Wide projects	£3,000,000	287	Not available	287
TOTAL					£19,670,502	3,987	9,756	13,743

Accelerating Hi-Tech Jobs Growth – Through Innovation & Incubation Centres								
Hauxton House Incubation Centre	INCUBATOR	Life Science	o2h Ltd	South Cambs District	£438,000	192	138	330
South Fenland Enterprise Park	INCUBATOR	Business Growth	Fenland District Council	Fenland District	£997,032	30	46	76
Photocentric 3D Centre of Excellence	INNOVATION CENTRE	Business Growth	Photocentric Ltd	Peterborough City	£1,875,000	1078	106	1184
Cambridge Biomedical Campus	INNOVATION CENTRE & INCUBATOR	Life Science	Cambridge University Health Partnership	Cambridge City	£3,000,000	880	2204	3084
NIAB - AgriTech Start Up Incubator	INNOVATION CENTRE & INCUBATOR	AgriTech	NIAB	Huntingdonshire District	£2,484,000	990	805	1795
NIAB - Agri-Gate Hasse Fen extension	INNOVATION CENTRE & INCUBATOR	AgriTech	NIAB	East Cambridge District	£599,850	65	510	575
TWI Engineering Centre	INNOVATION CENTRE	Advanced Manufacturing	TWI Ltd	South Cambs District	£2,100,000	104	0	104
Biomedical Innovation Centre	INNOVATION CENTRE & INCUBATOR	Life Science	Cambridge University	Cambridge City	£1,000,000	880	2204	3084
Haverhill Epicentre - Jaynic	INCUBATOR	Life Science	Jaynic Investment LLP	West Suffolk District	£2,600,000	300	1600	1900
TWI Ecosystem Innovation Centre	INNOVATION CENTRE & INCUBATOR	Advanced Manufacturing	TWI Ltd	South Cambs District	£1,230,000	4	150	154
West Cambs Innovation Park	INCUBATOR	Life Science	Uni of Cambridge	Cambridge City	£3,000,000	380	150	530
TTP Life Sciences Incubator	INCUBATOR	Life Science	TTP	South Cambs District	£2,300,000	236	10	246
University of Peterborough Phase 2	INNOVATION CENTRE & INCUBATOR	INNOVATION CENTRE & INCUBATOR	Photocentric Ltd	Peterborough City	£14,600,000	871	1325	2196
Aracaris Capital Living Cell Centre	INNOVATION CENTRE	Life Science	Aracaris Ltd	South Cambs District	£1,350,000	200	0	200
TOTAL					£37,573,882	20757	17920	38677

Accelerating Recovery in Construction - Through Transport Infrastructure Improvements								
Whittlesey King's Dyke Crossing	ROAD IMPROVEMENT	Transport		Peterborough City Council	£8,000,000	315	0	315
Bourges Boulevard Phase 1	ROAD IMPROVEMENT	Transport	Peterborough City	Peterborough City Council	£2,100,000	240	0	240
Bourges Boulevard Phase 2	ROAD IMPROVEMENT	Transport	Peterborough City	Peterborough City Council	£9,200,000	100	0	100
A47/A15 Junction 20	ROAD IMPROVEMENT	Transport	Peterborough City	Peterborough City Council	£6,300,000	228	0	228
Wisbech Access Strategy	ROAD IMPROVEMENT	Transport	Cambridgeshire County	Fenland District Council	£6,000,000	1600	0	1600
Lancaster Way Phase 1 Loan	ROAD IMPROVEMENT	Business Growth	Grovemere	East Cambridge District	£1,000,000	540	0	540
Lancaster way Phase 2 Loan	ROAD IMPROVEMENT	Transport	Grovemere	East Cambridge District	£3,680,000		0	0
Lancaster way Phase 2 Grant	ROAD IMPROVEMENT	Transport	Grovemere	East Cambridge District	£1,455,000		Not available	0
Ely Southern Bypass	ROAD IMPROVEMENT	Transport	Cambridgeshire County	East Cambridge District	£22,000,000	1950	0	1950
Manea & Whittlesea Stations	RAIL IMPROVEMENT	Transport	Cambridgeshire County	Fenland District Council	£395,000	0	0	0
CAM Promotion Company	METRO SYSTEM	Transport	CPCA	CPCA	£999,000	60	33	93
Soham Station	RAIL IMPROVEMENT	Transport	Cambridgeshire County	East Cambridge District	£1,000,000	125	TBC	125
TOTAL					£62,129,000	5158	33	5191

Accelerating Upskilling & Retraining – Through Improved Education Capacity & Provision								
Metalcraft Adv Man Centre	APPRENTICESHIP ACADEMY & INCUBATOR	Advanced Manufacturing	Metalcraft	Fenland District	£3,160,000	14	30	44
University of Peterborough Phase 1	UNIVERSITY	Multi-Sector	CPCA	Peterborough City	£12,500,000	2195	19000	21195
March Adult Education Centre	SKILLS TRAINING CENTRE	Multi-Sector	Cambridgeshire Skills	Fenland District	£400,000	141	0	141
PRC Food Manufacturing Centre	APPRENTICESHIP ACADEMY	Food Processing	Peterborough City Council	Peterborough City	£586,000	53	0	53
Endurance Skills Training Centre	APPRENTICESHIP ACADEMY	Transport	Endurance Estates Ltd	Huntingdonshire District	£2,400,000	94	575	669
iMET Skills Training Centre	APPRENTICESHIP ACADEMY	Advanced Manufacturing	Camb Regional College	Huntingdonshire District I	£10,500,000	1	0	1
CITB Construction Academy	APPRENTICESHIP ACADEMY	Construction	CITB	Kings Lynn & West Norfolk	£450,000	1	0	1
CRC Construction Skills Hub	APPRENTICESHIP ACADEMY	Construction	Camb Regional College	Huntingdonshire District	£2,500,000	18	20	38
AEB Innovation Grant	SKILLS TRAINING GRANTS	Multi-Sector	CPCA	CPCA Wide	£323,720	0	0	0
TOTAL					£32,819,720	2517	19625	22142
GRAND TOTAL					£152,193,104	17872	38662	56534



Allocation of Additional Funds to Highways Agencies

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Lead Member: Mayor James Palmer

From: Jon Alsop
Chief Finance Officer

Key decision: Yes

Forward Plan ref: KD2020/080

Recommendations: The Combined Authority Board is consulted:

a) on the Mayor's intention to allocate grant funding to Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) relating to:

- a. Additional Pothole Grant Funds
- b. Home to School Transport Funds

b) Subject to a) above, the Mayor is recommended to allocate the grants as set out below:

Additional Pothole and Challenge Funds

CCC - £10,201,000

PCC - £2,353,000

Total - £12,554,000

Additional Home to School and College Transport Funds

CCC - £876,164

PCC - £179,328

Total - £1,055,492

Voting arrangements: No vote is required – allocation of grant funding is a Mayoral decision.

1 Purpose

- 1.1 The Combined Authority has received or has been notified that it will be in receipt of additional funds from the Department of Transport (DfT) and the Department for Education (DfE) in respect of 'Additional Pothole and Challenge Grant Funds' and 'Additional Home to School and College Transport Funds' for the 2020/21 financial year. The Mayor must consult the Combined Authority before making a decision to pay these grants to Cambridgeshire County Council and Peterborough City Council.

2 Background

- 2.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, the Mayor is responsible for the payment of grants to Cambridgeshire County Council and Peterborough City Council and the Mayor must consult the Combined Authority before exercising that function.
- 2.2 Two tranches of 'Pothole Funding' and Challenge Funding' have been allocated to the Combined Authority for 2020/21 totalling £12,554,000.
- 2.3 As in previous years, it is intended to forward this funding on to the two Highways Authorities in the area. Agreement has been reached with both authorities that the allocation should be based on the DfT formula that has previously been used to allocate the maintenance (needs & incentive) funding, which was the subject of the 'Local Highways Maintenance Capital grant allocation' paper that was brought to the Board in June.
- 2.4 The allocation calculated on this basis, provides the following split:
- | |
|---------------------|
| CCC - £10,201,000 |
| PCC - £2,353,000 |
| Total - £12,554,000 |
- 2.5 Two tranches of funding have also been allocated to CPCA from the Department for Education (DfE) to fund extra capacity for 'Additional Dedicated Home To School (H2S) and College Transport' (grant determination 2020: No 31/5137, because Social Distancing for Covid-19 has reduced seating capacity on service buses. The total funds awarded, £1,055,492 were made up of £678,172 for Tranche 1 covering the first half of the Autumn 2020 school term and £377,320 for Tranche 2 covering the second half of the Autumn 2020 school term.
- 2.6 As Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) hold responsibility for Homes to School Transport (H2S) arrangements by way of the CPCA Board decision of 29 January 2020, the funding will be passported to them to fund Extra Capacity costs for H2S transport
- 2.7 The apportionment of funding between CCC and PCC is based on the actual expenditure on Home to School transport incurred by each Council in 2019/20. This results in £179,328 (16.99%) being allocated to PCC, and £876,164 (83.01%) to CCC.

- 2.8 The DfE requires any unspent portion of this money to be returned to them and so the grants to PCC and CCC will be made with a matching repayment clause to ensure that underspends flow back from the recipient Councils to DfE.
- 2.9 The prime use of the grant has been to provide extra capacity through the provision of extra buses and coaches at each morning and afternoon peak, parking them as “hot spares” across the Authority area and despatching them from a central control area to deal with any localised overloading. It is believed that all issues so far have been dealt with rapidly with extra buses being run and timetabled frequencies increased as necessary.
- 2.10 Based on this success, the hot spare policy is being continued for the second half of the Autumn Term. This policy is expected to cost significantly less than the grant available, while ensuring all learners can access education as required.

3 Financial Implications

- 3.1 There are no ongoing financial risks to the Combined Authority arising from the allocation of this funding. CCC and PCC will be required to provide a certification as to the use and application of these funds, and will be responsible for their own risk management arrangements in delivering the services associated with this funding.

4 Legal Implications

- 4.1 The recommendations in this report accord with the Mayor’s powers under Part 4 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (SI 2017/251).

5 Other Significant Implications

- 5.1 None identified.

6 Appendices

- 6.1 None

7 Background Papers

- 7.1 [Combined Authority Board agenda and reports - 29 January 2020](#)



Allocation of Getting Building Fund

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Yes

Lead Member: Mayor James Palmer

From: John T Hill
Director of Business and Skills

Key decision: No
Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

Note Key Decision 2020/081 made by Mayor James Palmer on 5th November 2020 and using the General Exception procedure.

1. Purpose

- 1.1 This paper formally reports to the Combined Authority Board that the Mayor made Key Decision 2020/081 on the 5th November 2020 using his general power of competence, having consulted with the Combined Authority Board Members at the Leaders' Strategy Meeting on 28th October 2020.
- 1.2 This report also covers why the Mayoral decision route was used on this occasion due to the urgency of the intended decision.
- 1.3 The record of the decision taken and associated papers is recorded in a Mayoral Decision Notice which accompanies this report at Appendix 1.

2. Background

- 2.1 On 10th June 2020 the government announced a £900 million Getting Building Fund to deliver jobs, skills and infrastructure across the country. This investment was targeted in areas facing the biggest economic challenges as a result of the pandemic. This funding is supporting the delivery of shovel-ready infrastructure projects, agreed with Mayors and

Local Enterprise Partnerships to boost economic growth, and fuel local recovery and jobs. The deadline for completion of these projects set by the Ministry of Housing, Communities and Local Government (MHCLG) was 31st January 2022.

- 2.2 The CPCA and Business Board submitted a range of projects to MHCLG for consideration and MHCLG shortlisted three projects to investigate with CPCA.
- 2.3 The Business Board agreed at its Extraordinary Board meeting on 9th July 2020 that the Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre Project was the only project to be formally invited to apply for this funding based on MHCLG Officer and CPCA Officer evaluation that led to this project being ranked 1 out of all projects submitted from the MHCLG call for 'Shovel Ready Projects'.
- 2.4 A Mayoral Decision to approve the recommendation from the Business Board on 9th July 2020 was made on 15th July 2020 after consultation with Combined Authority Board Members at the Leaders Strategy Meeting on the 15th July.
- 2.5 MHCLG confirmed allocation of the £14.6million to the Combined Authority on the 4th August 2020 and subsequently paid half (£7.3million) to the Combined Authority in October 2020.
- 2.6 The Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre Project proceeded through all stages of the Local Assurance Framework process in line with Local Growth Funding approval processes. During the development of the application, discussions were held with MHCLG regarding the requirements for completion and expenditure of the £14.6m. It was agreed with MHCLG that funds had to be expended by the 31st March 2022.

The timeline for the delivery of this building is set out below and allows for very little deviation:

- Enabling works to site – these are linked to Phase 1 – Nov 2020
- Submit planning application Feb 21
- R&D Commercial Operator – March 21
- Final Planning Determination approval May 2021
- Award of main contractor – May 21 Order for steel framed building – March 2021 (Delivery June 2021)
- Main building works on site commence May 21
- Construction – June 2021 – Aug 2022
- Landscaping – July 2022
- Practical completion – Sept 2022

- 2.7 To speed up the process and avoid the eventuality of failure due to delay, an extraordinary meeting of the Business Board was convened on 19th October 2020 to enable approval of the funding to the project a month earlier than would be possible through the scheduled Business Board meeting. At that meeting the Business Board approved a variation of Local Growth Fund decision making processes set out in the Local Assurance Framework, to enable the approval of the proposed project.
The Board also recommended that the Mayor, in consultation with the Combined Authority Board, approve the allocation of the sums required to progress the Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre to complete the

design and business case from the Getting Building Funding from Ministry of Housing, Communities and Local Government (MHCLG), subject to that sum being agreed by the Section 73 Officer; and further recommended that the Mayor, in consultation with the Combined Authority Board, delegate authority to the Senior Responsible Officer (Deputy Chief Officer) for Business Growth Service, in consultation with the Lead Member for Finance, Section 73 Officer and Monitoring Officer, authorise the release of the balance of the £14,295,833 Getting Building Funds subject to the project producing the documents listed as terms and conditions in the external appraiser's report.

- 2.8 The decision of 19th October 2020 required ratification in the usual way, given it relates to a funding decision made by the Business Board. Due to the time constraints for delivery as documented at 2.6, the decisions could only be ratified promptly by Mayoral decision, with the Mayor using his general power of competence to do anything that the Combined Authority can do. The Mayoral decision route was used on this occasion solely due to the urgency of the intended decision. Government has set a deadline of 31st March 2022 for Getting Building Funding to be expended. Given that the application relates to construction, a construction timeline is also applicable. Hence any delay to the award of funding would subsequently delay the construction timeline, putting into jeopardy the ability of the Combined Authority to meet the deadline imposed by Government, which would ultimately mean project failure and reputational damage to the Combined Authority. As such the decision could not be delayed until the Combined Authority Board meeting on 25th November 2020. The intended Mayoral decision included consultation with the CA Board, to ensure the CA Board was involved with the decision-making process.
- 2.9 As this was a key decision which was not published on the Forward Plan, the general exemption procedure was followed, including publishing a notice, on 28 October 2020 of the intended Mayoral decision 5 clear days before the decision was made. The notice was also sent to the Chair of the Overview & Scrutiny. Due regard to public scrutiny was observed through this process. The Mayor then made the decision on 5th November 2020. That decision has been published on the Combined Authority website and the implementation date for the decision was 16th November 2020. Transparency of the decision including provision for scrutiny observed.
- 2.10 The funding application has been subjected to the same rigorous assurance process as any other application including an independent evaluation and scrutiny at the Entrepreneurs Assessment Panel. This was a condition of the funding imposed by the Ministry of Homes, Communities & Local Government (MHCLG).
- 2.11 The confirmation of funding approved which this decision brings, subject to the conditions in the external appraisers report, means that enabling works for this project (linked to phase 1), final design works and planning application preparation plus Centre operator procurement preparation can all proceed immediately.

Significant Implications

3. Financial Implications

- 3.1 The project will be delivered in line with the funding received from MHCLG, and there is no wider implication to the CPCA medium term financial plan (MTFP). As 50% of the funding has already been received, there are no anticipated implications on cashflow.

4. Legal Implications

- 4.1 The making of this Mayoral decision accords with the CPCA Constitution.

5. Other Significant Implications

- 5.1 None.

6. Appendices

- 6.1 Appendix 1 – Mayoral Decision Notice 5 November 2020

7. Background Papers

- 7.1 [Business Board - Extraordinary Meeting 19 October 2020 - Item 1.2](#)
- 7.2 [Mayoral Decision Notice to accept allocation of funding 15 July 2020](#)
- 7.3 [Business Board - 9 July 2020 - Item 1.2](#)
- 7.4 [Local Growth Fund Application Documents, Investment Prospectus, guidance and application forms](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS



OFFICER DECISION NOTICE (ODN)/MAYORAL DECISION NOTICE (MDN) FORM

**NOTE: Please read process sequence on page 6 before completing this form.
Please hover over the text box for instructions on completion.**

1. Officer Decision or Mayoral Decision No.	MDN28-2020
2. Decision Title	Award Getting Building Funding (GBF) to the University of Peterborough Phase 2 manufacturing & materials R&D centre project
3. Name of Officer/Mayor making the decision	Mayor James Palmer
4. Date of decision	03/11/2020
5. Responsible Director, if applicable. Please leave blank if this is a decision to be made by the Mayor.	Click or tap here to enter text.
6. Form author and contact details:	Steve Clarke Strategic Funds Manager Steve.clarke@cambridgeshirepeterborough-ca.gov.uk 07715 653901
7. Does your form include exempt or confidential information?	Yes All completed forms will be published on the CA website. NOTE: Put any confidential/exempt information as an appendix and state this is not for publication. Include the exemption category on the appendix. Please note that it is the responsibility of the Monitoring Officer to determine whether information is exempt or confidential.
8. Is it a key decision?	Yes If YES, please complete Question 9.
9. KEY DECISIONS ONLY	Section 9 only needs to be completed if the decision is a key decision.
Insert forward plan ref number	General Exception Procedure applicable The key decision must be on the forward plan for at least 28 days before the decision is made. Please insert reference number from the published forward plan. If it is not in the forward plan, please contact the Governance Team for advice.



Date of decision	<input type="text" value="03.11.2020"/> <p>Insert the date when the decision intends to be made. The date should be the date it is published on the website. it is your responsibility to ensure it is on the website. The decision cannot be implemented on the date of publication as it is subject to call in. Normally only the Mayor can make a key decision.</p>
Date report published on the website	<input type="text" value="Not applicable"/> <p>Send a copy of the form to the Scrutiny Officer for circulation to the Overview and Scrutiny Committee</p>
Implementation Date	<input type="text" value="03/11/2020"/> <p>Insert the proposed date for implementation. The decision cannot be implemented until 5 clear working days after the date the decision was taken and published on the website. The decision is subject to call in during that period, so you need to check with the Scrutiny Manager that it has not been called in at the end of the call in period.</p>
Does the report have an annex that contains exempt information?	<input type="text" value="Yes"/> <p>If yes, specify number of exempt annex (e.g. Annex 1), the reason for exemption and explain the application of the public interest test. Keep the exempt information separately from this form on the shared drive.</p>

10. Description of decision/proposal Please consult with Legal prior to completing this section.	<p>The Mayor, in consultation with the Combined Authority Board, to approve the allocation of the sums required to progress the Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre to complete the design and business case from the Getting Building Funding from Ministry of Housing, Communities and Local Government (MHCLG), subject to that sum being agreed by the CPCA's Section 73 Officer; and</p> <p>The Mayor, in consultation with the Combined Authority Board, delegate authority to the Senior Responsible Officer (Deputy Chief Officer) for Business Growth Service, in consultation with the Lead Member for Finance, the CPCA's Section 73 Officer and Monitoring Officer, authorise the release of the balance of the £14,295,833 Getting Building Funds subject to the project producing the documents listed as terms and conditions in the external appraiser's report.</p>
11. Authorisation Please consult with Legal Team prior to completing this section.	<p>This decision has been taken under:</p> <p>1. Quote chapter and paragraph in constitution</p> <p>The Mayor of the Combined Authority. (Ch 3 Para 1.5.2) page 13</p> <p>OR</p> <p>2. For delegated decisions, please reference the delegation given including meeting date and minute reference.</p> <p>Click or tap here to enter text.</p>



12. Background Information

On 10th June 2020 the government announced a £900 million Getting Building Fund to deliver jobs, skills and infrastructure across the country. This investment was targeted in areas facing the biggest economic challenges as a result of the pandemic. This funding is supporting the delivery of shovel-ready infrastructure projects, agreed with Mayors and Local Enterprise Partnerships to boost economic growth, and fuel local recovery and jobs. The deadline for completion of these projects set by MHCLG was 31st January 2022.

The CPCA and Business Board submitted a range of projects to MHCLG for consideration and MHCLG shortlisted 3 projects to investigate with CPCA.

The Business Board agreed at its Extraordinary Board meeting on 9th July 2020 that the Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre Project was the only project to be formally invited forward to apply for this funding based on MHCLG Officer and CPCA Officer evaluation that led to this project being ranked 1 out of all projects submitted from the MHCLG call for 'Shovel Ready Projects'.

A Mayoral Decision to approve the recommendation from the Business Board on 9th July 2020, that the Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre Project was the only project being formally invited forward to apply for the funding was made.

MHCLG confirmed allocation of the £14.6million to the Combined Authority on the 4th August 2020.

The Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre Project then proceeded through all stages of the Local Assurance Framework process in line with Local Growth Funding approval processes. During the development of the application discussions were held with MHCLG regarding the requirements for completion and expenditure of the £14.6m; it was agreed that funds had to be expended by the 31st March 2022. The timeline for the delivery of this building is as follows and allows for very little deviation:

- Enabling works to site – these are linked to Phase 1 – Nov 2020
- Submit planning application Feb 21
- R&D Commercial Operator – March 21
- Final Planning Determination approval May 2021
- Award of main contractor – May 21 Order for steel framed building – March 2021 (Delivery June 2021)
- Main building works on site commence May 21
- Construction – June 2021 – Aug 2022
- Landscaping – July 2022
- Practical completion – Sept 2022

Any delay to approval will affect the delivery of the project and risk reputational damage to the CPCA.

The Business Board considered this application at its Extraordinary Board meeting on 19th October 2020 after the project had been through the Local Assurance process and have recommended to the Mayor and Combined Authority to approve the funding to the Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre Project subject to certain conditions being met.

The recommendations from the Business Board held on 19th October 2020 are:

Recommend that the Mayor, in consultation with the Combined Authority Board, approve the allocation of the sums required to progress the Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre to complete the design and business case from the Getting Building Funding from Ministry of Housing, Communities and Local Government subject to that sum being agreed by the Section 73



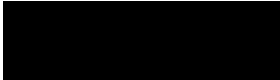
	<p>Officer; and</p> <p>Recommend that the Mayor, in consultation with the Combined Authority Board, delegate authority to the Senior Responsible Officer (Deputy Chief Officer) for Business Growth Service, in consultation with the Lead Member for Finance, Section 73 Officer and Monitoring Officer, authorise the release of the balance of the £14,295,833 Getting Building Funds subject to the project producing the documents listed as terms and conditions in the external appraiser's report.</p>
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13. Alternative options considered.	<p>List alternative options considered and rejected including the reason for rejection. NOTE: Do not leave this section blank or put 'None'. There is always an alternative even if it is to do nothing.</p> <p><i>The only other option would be not to Award the £14.295million from MHCLG as recommended by the Business Board to University of Peterborough Phase 2 manufacturing & materials R&D centre project and the project does not proceed at all and the Getting Building Funding allocated to this project would have to be returned to MHCLG.</i></p>
14. Financial Implications	<p>Please include as applicable:</p> <ul style="list-style-type: none">• The total costs and how the project will be funded.• Budget codes for your directorate.• Indicate the total cost and how it will be funded either from revenue or capital.• If revenue, indicate budget codes for your directorate.• If capital, give details including approvals from any previous capital budget approvals <p>CPCA has been paid £7.3million first tranche of the GBF in September 2020 and will be issued with remaining grant of £7.3million in early 2021 to defray by March 2022</p> <p>The anticipated cost of both the requested investment, and the CPCA officer support, are covered within the £14.6m to be received thus there should be no call on the CPCA's finances beyond this commitment.</p> <p>As a shareholder in a limited company the financial risk of the Combined Authority is capped at the value of the shares purchased and thus are wholly covered by the allocation of the Getting Building Fund.</p> <p>The business case for the project has yet to be completed, thus the long-term financial implications for the subsidiary company have not been established. To reduce the risk of investment in a non-viable project the funding release has been split into two tranches, with a gateway process to unlock the larger second tranche for construction of the project.</p> <p>The first tranche will fund the continuation of the project's development, and the initial work to deliver the business case. The majority of the funding, to enable the letting of the build contract, will not be released until the business case is complete, has been reviewed, and the Officers and Member set out in the decision are satisfied that it presents a viable commercial project and value for money.</p> <p>This inherently means that the initial investment is at risk if the business case does not show that the project represents a viable commercial opportunity, and thus cannot continue. In which case, it is likely that the majority of the invested GBF funds would be lost as no physical asset would have been created.</p> <p>Were the business case to show that the project does not create a viable commercial proposal, and the second tranche not be released, there is a possibility that MHCLG would look to withhold, or reclaim, the unspent Getting Building Fund but this risk is capped at the value of the Getting Building Fund and thus would not affect the Combined Authority's wider financial position.</p>



15. Comments from Finance Team	These are contained within the financial implications section of the notice.	
16. Comments from Legal Team	<p>Business Board funding decisions require ratification by the accountable body (CA Board) as part of the funding approval process. An urgent decision is required given the timescales attached to this project including 31st March 2022 for funds to be expended and the timeline for delivery. Delaying ratification of the recommendations made at the extraordinary Business Board meeting on 19.10.2020, to the next meeting of the CA Board on 25.11.2020, presents a delay which would impinge on the successful timely delivery of this project.</p> <p>Noting the previous Business Board and Mayoral decisions in July 2020 related to the Getting Building Fund, coupled with the urgent need for ratification, a Mayoral decision is required, with the Mayor using his general power of competence to do anything that the Combined Authority can do. The Mayor can exercise that power after having due regard to advice from the Monitoring Officer and Chief Finance Officers. As the Mayor has committed to consulting members of the CA Board when making decisions in this manor, consultation took place at the Leaders Strategy Meeting on 28th October 2020. As this decision was not on the Forward Plan, a notice of the decision was published (in line with the general exception procedure) on the CPCA website and sent to the Chair of Overview and Scrutiny. The intended decision has not been subject to any scrutiny by the committee. Therefore, the use of a Mayoral decision here is justified and there is nothing prohibiting the Mayor from making this decision.</p>	
17. Consultation Please retain emails to show the relevant officers have approved the decision/proposal.		<i>Please insert the name of consultee and date of written approval or insert N/A</i>
	Chief Executive	04.11.2020 Kim Sawyer
	Responsible Director/Chief Officer	Name and Date or N/A 23/10/2020 Brian Hyland
	Monitoring Officer Deputy Monitoring officer	Name and Date or N/A 28/10/2020 and 3.11.2020 Rochelle Tapping
	S73	23/10/2020 Robert Emery 4/11/2020 Jon Alsop
	Portfolio Holder	
	Other	
18. Declarations/Conflicts of Interests (only if the decision falls under the 'Express authorisation' category)	N/A	

19. Supporting documentation – please include any relevant reports	Business Board paper – extraordinary meeting 09/07/2020 Leaders Strategy Meeting paper 15/07/2020 Mayoral Decision Notice to accept allocation of funding 15/07/2020 Business Board paper – extraordinary meeting 19/10/2020 Leaders Strategy Meeting paper 28/10/2020 <i>NOTE - all of this information must be retained for public inspection for a period of at least 4 years – there is no provision for the release of exempt/confidential information).</i>	
20. Officer/Mayor signature	Signature:  Name: James Palmer	Date 05/11/2020
21. Please send the completed, signed form to Sue Hall. The Decision will be recorded on the Decision Notice Register and published on the website.		



CAM Special Purpose Vehicle – Budget Update and Award of the CAM Conceptual Design Contract

To:	Cambridgeshire and Peterborough Combined Authority Board	
Meeting Date:	25 November 2020	
Public report:	Yes	
Lead Member:	Mayor James Palmer Mayor of Cambridgeshire & Peterborough, Chair of the Combined Authority and Lead Member for Transport & Infrastructure (Committee Chair)	
From:	Kim Sawyer Chief Executive	Simon Wright CAM consultant
Key decision:	Yes	
Forward Plan ref:	KD2020/068	
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>a) In accordance with the shareholder agreement, approve the recommendations of the One CAM Limited Board to:</p> <ul style="list-style-type: none">I. agree the appointment of the non-executive directorsII. agree the remuneration for the non-executive directors in the sum of £40,000 per annum for each directorIII. agree the appointment of Jon Alsop as interim Chief Finance Officer for One Cam LtdIV. agree the amendment to the heads of terms of the shareholder agreementV. ratify the opening of a bank account with Barclays for One Cam Ltd <p>b) Delegate authority to the CPCA Chief Executive to enter into contracts following compliant procurement processes on behalf of the Combined Authority and later novate to One Cam Ltd as follows:</p> <ul style="list-style-type: none">VI. Three contracts to deliver Concept Designs for the CAM in the sum of £200,000 per contract	

- VII. A contract for legal services based on schedule of rates and within the 2020/21 agreed budget.
- VIII. A contract to MACE based on schedule of rates and within the 2020/21 agreed budget to facilitate the progression of the CAM outline business case
- IX. A contract to Jacobs to support key elements of the Delivery Strategy capped at £620,000

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 One CAM Limited held its first board meeting, chaired by Lord Robert Mair CBE, and made a series of nominations and proposals for approval by the Combined Authority Board.
- 1.2 A procurement process for a smart, low carbon transport system has begun. Contracts are to be awarded in December to three of the current ten bidders. Delegated authority will be required as the CPCA Board is not sitting in December. This stage will begin the competition for concept design to be concluded in March 2021.
- 1.3 The development of a Delivery Strategy to support and progress the revised outline business case requires a series of contracts to be entered into. Budget approval to support this work has already been given by the Combined Authority Board in August and September. This report provides the link between the budget agreed by the CPCA and the contracts which are being authorised in line with that agreed budget.

2. Background

- 2.1 The CPCA is committed to delivering transport infrastructure that provides a quadruple benefit: it enables skilled staff to access work, fostering the region's life sciences and tech clusters which make this region the second largest net contributor to the UK economy, it underpins the 2050 zero carbon objective by shifting transport to more sustainable modes, it unlocks housing development at scale and it enhances the inward investment proposition for our region.

One CAM Limited

- 2.2 The CPCA has established One CAM Limited to take forward the CAM programme. The board met for the first time on the 12 November 2020 and proposes a number of nominations and proposals to this Board, to establish the governance and organisational structure of the company as set out in the following paragraphs.
- 2.3 The appointment of five non-executive directors is proposed to the CPCA Board for approval. On the 5 and 6 November 2020 an interview panel chaired by Lord Robert Mair met to interview the non-executive directors. The CV's of the relevant appointees are attached as Appendix 1.

- 2.4 As agreed by the CPCA Board (CPCA Board on 30 September 2020) the remuneration of the non-executive Directors was to be agreed by the CPCA following interview of the proposed non-executive directors. A sum of £40,000 per annum is proposed for a minimum of 15 days per year. This sum is relative to the experience, expertise and skills of proposed non-executive directors. The remuneration is a matter reserved to the CPCA under the terms of the proposed Shareholder Agreement (Schedule 3 item xxiii).
- 2.5 The business plan (CPCA Board item 3.2 August 2020) requires appointment of 6 non-executive directors and a further round of interviews will begin in January 2021 to fulfil the vacant board role.
- 2.6 The One CAM Ltd board agreed the heads of terms of the Shareholder Agreement (CPCA Board item 3.1 Appendix 2 September 2020) subject to an amendment proposed to paragraph xxvii. This amendment would propose the CPCA to be responsible for the dismissal or appointment of the Chief Executive and directors. The appointment of lower tier employees would be the responsibility of the Chief Executive and Committees of One CAM Limited.
- 2.7 The board proposed the appointment of Jon Alsop as its interim Chief Finance Officer, pending appointment of a permanent employee to this role. The CPCA is asked to approve this appointment. The Chief Finance Officer is in the process of establishing a bank account and requests approval from the CPCA that an account is held with Barclays Bank Limited.

Future contractual arrangements

- 2.8 The CAM Programme aims to deliver a technologically advanced passenger transport system, trackless, low carbon and autonomous. In order to achieve this a concept design procurement was launched on the 5th October. The concept design process will:
 - **Identify the opportunity for innovation** – Understand where new innovative approaches can be taken in the design, construction and operation of CAM
 - **Inform the Business Case** – Provide evidence as to the potential solutions and benefits, as well as further understanding the risks and challenges to be overcome.
 - **Harness Local Skills & Knowledge** – Leverage a local understanding to ensure designs suit Cambridgeshire's historic environment, and make use of the unique hub of skills the city offers
 - **Inform Delivery Model** – Help to inform the approach to delivery, for example packaging of works and services contracts.
 - **Stimulate the Market** – Attract and inform suppliers ahead of the delivery of CAM.
- 2.9 Fifteen compliant SSQ submissions were received by 4th November 2020. The CPCA and the consultant expert team evaluated the SSQ and identified the top 10 scoring organisations / consortia to be invited to tender. The Invitation to Tender was issued on 9th November to the selected organisations in accordance with the agreed timetable.

- 2.10 The Tender submissions are due back on 4th December, following which the evaluation process will be completed and the top three companies identified for the next stage of the design concept process. The intention is to award these contracts on 19th December 2020 in the sum of £200,000 per contract. As the Board does not meet again until January 2021, delegated authority is sought by the Chief Executive to award the contracts to those top 3 performing bidders.

Business cases

- 2.11 The CAM Business Case requirements are being procured under a 5-lot structure to facilitate project requirements over the next 4 years. These contracts will each include break/ continue clauses. This will enable the obligations under each contract to align with phased funding approval.
- 2.12 The following contracts are proposed to be awarded:
- Lot 1 – Programme and Project Management –awarded to Mace as a direct award from the Crown Commercial Services Framework (RM3471). Following a desk top evaluation process, Mace were identified as the most economical and advantageous tenderer. Following discussions between the CPCA and Mace, the scope of works has been agreed with a specific price for the period of November 2020 to March 2021 to facilitate the procurement of Lots 2 and 3 and thereafter with a core PMO team and flexibility to adjust the team to meet the project needs over the following 3/5 years.
 - Lot 5 – Legal support & Advice – this is being procured as a further competition from the Crown Commercial Services Framework RM3788. The CPCA have received 4 bids through the mini-competition process, which are currently being evaluated with the aim of awarding by mid-December 2020. Delegated authority is sought for the Chief Executives to award the contract to the successful tenderer.

Award of the following lots will be reported to the CPCA Board in January 2021:

- Lot 2 – Engineering, Technology and Environment – this will be procured through an OJEU compliant restricted tendering process to be awarded in mid-March 2021 once the process is complete.
- Lot 3 – Funding & Finance Advisors and Business Case Writing - this will be procured through an OJEU compliant restricted tendering process to be awarded in mid-March 2021 once the process is complete.
- Lot 4 – Land Referencing – this will be procured through a direct award from the Crown Commercial Services framework RM3816 during the first quarter of 2021.

Delivery Strategy

- 2.13 In order to progress the Delivery Strategy the following sub-strategies are needed;
- Integrated Transport Strategy and Demand Modelling
 - Operations and Maintenance Strategy
 - Construction and Commissioning Strategy
 - Sustainability Strategy

- Vehicle/System Strategy
- Systems Safety/ Certification

These sub-strategies are required in order to support the development of the Outline Business Case.

- 2.14 It is proposed that the CPCA directly award a contract to Jacob under the CCS Framework agreement RM3745, which was compliantly procured and included pre-agreed rates and terms and conditions. The contract value will be capped at £620,000.

Significant Implications

3. Financial Implications

- 3.1 The CPCA board approved £1,000,000 as equity investment into One Cam Ltd at its August Board meeting and the Business Board approved a further £995,000 Local Growth Fund at its July meeting. It is proposed that the Combined Authority will enter into contracts on behalf of One Cam Ltd until such time the company is fully established. At which time, the contracts will be novated and any costs incurred by the Combined Authority will be recharged to One Cam Ltd.

The Board approved a budget of £2,706,905 until the end of March 2021, in September 2020 which covers the costs of the contracts set out in this report.

There will be no additional costs or financial implications to the Combined Authority.

4. Legal Implications

- 4.1 The Cambridgeshire Autonomous Metro is listed as a Key Project for CPCA, who have a general power of competence to complete this project utilising the Structures and the Contracts as set-out above.

5. Other Significant Implications

- 5.1 None

6. Appendices

- 6.1 Appendix 1 – CV's of the proposed non-executive directors (to follow)

7. Background Papers

- 7.1 None.



Fenland Stations Regeneration Outline Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 November 2020
Public report:	Yes
Lead Member:	Mayor James Palmer
From:	Paul Raynes Director of Delivery & Strategy
Key decision:	Yes
Forward Plan ref:	KD2020/063
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">(a) Approve the Outline Business Case outcomes(b) Approve the start of construction for Manea and March Station works(c) Approve the drawdown of £1.2 million from the budget within the Medium-Term Financial Plan.
Voting Arrangements:	<p>Item a and b – A simple majority of all Members</p> <p>Item c – A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members</p>

1. Purpose

- 1.1 To report on the Outline Business Case for the Fenland Stations Regeneration project and request budget approval to enable construction to begin on both March and Manea Station improvements.

2. Background

- 2.1 The Fenland Stations Regeneration project was first approved for inclusion in the Transport Programme at the March 2018 Combined Authority Board meeting and is one of the key projects in the Combined Authority Business Plan.
- 2.2 In April 2012 Fenland District Council gave a commitment to deliver railway station improvements in phases up until 2031. The timescales were associated with the developing proposals for each station and securing funding for scheme delivery.
- 2.3 In 2017, the Combined Authority agreed a substantial package of funding in addition to the Section 106 funding already secured for part of the schemes within each station masterplan.

3. Summary of the Outline Business Case Outcomes

- 3.1 The Strategic Case has considered the policy context within which this project has been developed. The stations serve a wide area, including substantial communities such as Chatteris and Wisbech, which have no railway stations of their own. Driving to a nearby station from the communities without a station, and from the large surrounding rural areas, is currently unavoidable for many and the needs of those residents need to be taken into account.
- 3.2 Fenland communities are remote from the growing centres of employment and rely on good transport links to maintain their economic and social wellbeing. Highway links in the area are generally slow and unreliable, and the rail service provides a critical role in ensuring people can access jobs, education, training and key services such as healthcare.
- 3.3 Plans for housing growth in the Fenland communities are important in terms of providing adequate housing to the wider population and to the continued sustainability of the communities themselves. An important part of the offer, especially in meeting the needs of working families, is in terms of rail services and the access to jobs and services which this facilitates. 11,000 new homes and 9,000 local jobs are proposed for Wisbech, March, Whittlesey and Chatteris. Without increases in public transport capacity, journey times by road are likely to increase significantly and become more unreliable.
- 3.5 Investment in the rail service, especially in terms of station facilities and parking, is therefore crucially important. Larger scale investments are planned in the area, including the new Cambridge South station and capacity increases at Ely North Junction.
- 3.6 The proposals in the business case have been developed as a result of community and passenger engagement. Fenland has a long and strong tradition of community involvement in its railway. Fenland District Council (FDC), Cambridgeshire County Council (CCC) and Fenland Strategic Partnership (FSP) developed the 'Fenland Rail Development Strategy 2011 – 2031' (FRDS), which provided a detailed framework for actions to promote and develop stations, train services and community involvement in the Hereward Line ever since. One of the outcomes of the FRDS was the Hereward Community Rail Partnership which has since been involved in developing rail proposals for the area.

- 3.7 The Mayor has identified the station improvements as a key priority. As well as being individually identified among the commitments in the Devolution Deal and in the policies of the Local Transport Plan, these improvements deliver against the Combined Authority's long term Local Transport Plan aims of:
- doubling the size of the economy over 25 years;
 - increasing productivity in the Fenland economy;
 - supporting housing growth;
 - reducing journey times;
 - improving public transport; and
 - transitioning to a net zero carbon economy.
- 3.8 The primary objectives within the Outline Business Case are:
- To enable improved access to jobs and services for the Fenland community
 - To accommodate housing growth in the area
 - Improve levels of passenger service at Fenland rail stations
 - Accommodate and enable longer and more frequent train services at Fenland rail stations.
- 3.9 The Economic Case demonstrates that the scheme achieves a Benefit Cost Ratio (BCR) of 2.9 and offers a high value for money. This has been confirmed by the Independent value for money Review for the combined improvements at Manea and March Station, which is available on the request.
- 3.10 Department for Transport guidance indicates that a BCR greater than 2 is considered high value for money. Equally the Combined Authority's Assurance Framework says that a scheme will require to be above 2.0 before investing. A breakdown of the BCR is provided in Table 1 below.

Table 1: Benefit Cost Ratio Assessment

Value (£'000s) 2010 prices, benefits discounted to 2010	
Present Value of Benefits (PVB)	6,984
Present Value of Costs (PVC)	2,333
Benefit Cost Ratio	2.9

- 3.11 The improvements that are included in the Fenland Stations Regeneration project are:
- Improved footpath and lighting at Whittlesea Station
 - Additional cycle parking facilities at Manea, March and Whittlesea Station
 - A second ticket machine at Whittlesea Station
 - Redesign of Platform 1 buildings at March Station
 - Additional car parking facilities at March Station
 - Car parking facilities at Manea Station – Phase 1
 - New waiting shelters for Manea and Whittlesea Stations
 - Car parking facilities at Whittlesea Station – Phase 1

- Platform lengthening at Manea and Whittlesea Station including a footbridge – Phase 2.

- 3.12 The Financial Case demonstrates that March and Manea station improvements has been robustly costed. The Scheme Outturn Cost for the March and Manea station improvements is £2.7 million. This includes a Risk Allowance of between 20-30%.
- 3.13 The Management and Commercial Cases have been set out within the Outline Business case. Fenland District Council took the decision at an early stage not to procure station facilities directly but to engage Greater Anglia station design and procurement expertise instead. This will be the case, except for Manea car park which will be design and built in house.
- 3.14 The outcome of procurement processes is reported to the Project Board for the relevant station. From a public accountability perspective, the Project Board makes decisions through the elected representatives and the organisations who attend the board.
- 3.15 The Executive Summary of the outcomes of the Outline Business Case is provided at Appendix 1 of this Board report.

4. Stations Improvement Update

- 4.1 The schemes in the project are running concurrently. The feasibility design and associated technical work for the larger elements of improvements has been completed for most items or is well underway.
- 4.2 The small package of projects which has already been completed includes the waiting shelters at both Manea and Whittlesea Station, improvements to the footpath and lighting at Whittlesea Station and additional cycle parking at each of the stations. See Figure 1 which shows some of the completed improvements.

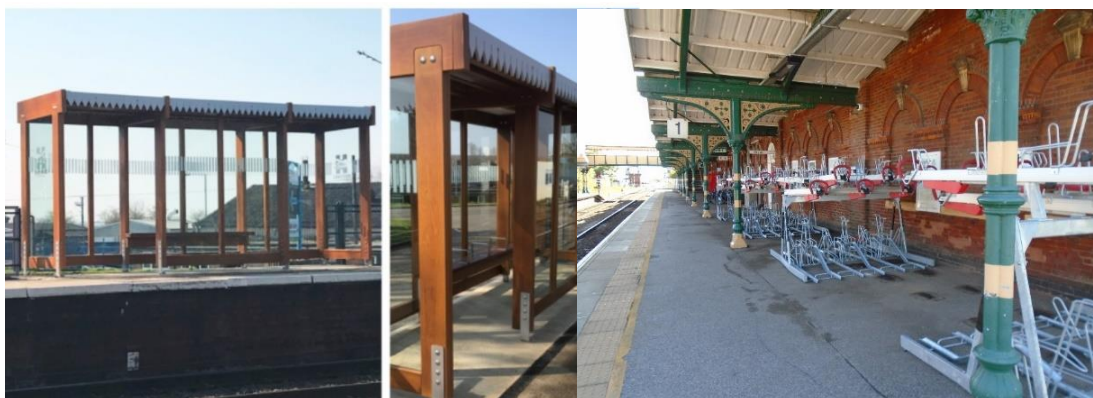


Figure 1: Station Improvements – Waiting Shelter and Cycle Parking

- 4.3 The larger schemes, which include the station car parking at March, Manea and Whittlesea and Platform 1 building at March Station, have completed the preliminary design stage.

- 4.4 At March Station, Combined Authority officers have worked closely with delivery partners Fenland District Council and Greater Anglia. Procurement for a design and build contract has commenced for the Platform 1 building and car park. It is expected that construction of both the Platform 1 building and car park will commence February 2021.
- 4.5 Manea Station car park is being delivered by Fenland District Council. Planning permission was granted in September 2020. Following detailed design completion at the end of October, Fenland District Council is ready to commence procurement should the Board agree to release funding today. It is expected that construction on site will commence in February 2021.
- 4.6 The feasibility design and cost completed by Greater Anglia at Whittlesea Station on land adjacent to the existing car park exceeded the available budget and did not meet the value for money criteria set out by the Combined Authority assurance framework. An alternative approach has therefore been developed. A first phase will provide improvements to the existing car park using land within the current Greater Anglia lease area for Whittlesea Station. Phase two will extend the car park further, using additional land and will come forward as part of the wider aspirations for the station which include extended platforms and a footbridge.

5. Next Steps

- 5.1 The following construction timescales for March and Manea are set out in Table 2.

Table 2: Construction timescales

Activities	Start	End
Manea Station Car Park	February 2021	May 2021
March Station – Car Park and Platform 1 Building	February 2021	December 2021

- 5.2 Work related to Whittlesea Station is currently at the redesign stage and this is planned to be completed by Greater Anglia by mid- December. Costs and programme for Phase 1 of Whittlesea Station will be provided and presented to subsequent Combined Authority Committees and Board.
- 5.3 The March and Manea improvements have a BCR of 2.9 and it is expected that through quantification of further impacts this could rise. It therefore represents high value for money. The current Outline Business Case development has incorporated a level of design work, also informed by public consultation and agreed at the Project Board that would normally have been conducted within the Full Business Case stage. It is therefore recommended to the Combined Authority Board that we proceed directly to construction in the interest of value for money and proportionate effort as described within the assurance framework.
- 5.4 The Independent Value for Money Statement supports this approach. Although this is a variance from the usual process described in the Authority's 10 point project management guide, it is an option for the Director of Finance and the Director of Delivery and Strategy to agree this approach within the Gateway Process. In addition to progress to construction, this will also be subject to agreeing satisfactory legal terms with partners as advised by the Chief Legal Officer.

- 5.5 Further improvements at Manea and Whittlesea will be developed subsequently. This will involve the preparation of designs and costs related to platform lengthening at Manea and Whittlesea and a new pedestrian footbridge at Whittlesea. Discussions are continuing with Network Rail on this and the Project Board has agreed that this work will progress once train services on the line improves.

6. Financial Implications

- 6.1 The Scheme Outturn Cost for both improvements at March and Manea station is approximately £2.7 million. This includes a Risk Allowance of between 20-30%.
- 6.2 The Medium-Term Financial Plan (MTFP) capital programme provides £3.6 million for the Fenland Stations Regeneration project. Approval has already been given for £1.7 million, of which £200,000 has already been spent on the business case, cycle parking, ticket machines, footpath improvements, and preliminary and detailed design, leaving a balance of £1.5 million. The Combined Authority Board is requested to approve a further £1.2 million, to meet the £2.7 million cost for construction.
- 6.3 It is recommended therefore to ask the CPCA Board for the approval of the drawdown of £1.2m from the subject approval budget for commencement of construction for both March and Manea station projects.

7. Legal Implications

- 7.1 The recommendations accord with CPCA's powers under Parts 3 and 4 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (S1 2017/251).
- 7.2 The meeting shall be conducted in accordance with Parts 2 and 3 of the Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings)(England and Wales) Regulations 2020.

8. Appendices

- 8.1 Appendix 1 – March and Manea Outline Business Case Executive Summary

9. Background Papers

- 9.1 March 2018 Combined Authority Board Paper

[CA Board Report March 2018](#)

- 9.2 November 2020 Transport Infrastructure Committee Paper

[CA Transport Infrastructure Committee November 2020](#)

Executive Summary – March and Manea Railway Station Improvements

1.1. Introduction

- 1.1.1 This business case sets out proposals for investment in the Fenland communities, enabling them to take greater advantage of rail connectivity to access jobs, education and services and to encourage and enable sustainable growth in the area.
- 1.1.2 The modest proposed improvements in station facilities at Manea and March stations complement the bigger investment in improved rail services in the area, including capacity improvements at Ely North and Soham, increased services, new stations (eg Cambridge North and South) and more stops. Together these investments will provide significantly better rail provision, not only for Manea and March but also for the surrounding communities, including the 9,000 people living in Chatteris and those in the rural hinterlands, which have no direct rail service.
- 1.1.3 The provision of park and ride, a key element of the proposal, is especially important in meeting the needs of this wider community, complemented by easier ticketing, improved information and a more attractive, safer environment for station users. These two Fenland stations are inter-dependent, with users being able to choose between the stations for travel to a range of destinations. To reflect this, we have undertaken a combined business case which encompasses both stations, encompassing the needs of existing users, new users taking advantage of the increased parking and people looking to move into the area, for whom rail connectivity will be a key factor.
- 1.1.4 This is especially important post-Covid since there is a drive towards more distributed living in areas distant from the core economic growth areas, including those around Cambridge and Peterborough. This provides a real opportunity for the Fenland communities to attract new people to live in the area, and rail connectivity provides one of the key attractors. Failure to grasp this opportunity will lead to a continued decline for the Fenland communities, as well as an increased reliance on high levels of unsustainable car travel.
- 1.1.5 The scheme demonstrates good value for money with the benefit to cost ratio for the funding being asked of the CPCA being 3.26 without the current level of optimism bias (9%) and 2.99 with it. (BCRs reflect management and construction costs.) The Net Present Value of the benefits is £4.84m without optimism bias and £4.65m with it. Optimism bias could be set to 63% before the BCR drops to 2.0 and this level would be overly pessimistic for this stage of the project.

1.2. Strategic Case

- 1.2.1 This is a summary of the business case for improvements and regeneration to March and Manea stations on the railway line between Peterborough and Ely.

- 1.2.2 The Cambridgeshire and Peterborough Combined Authority's (CPCA) Business Plan includes £8.7 million in the 'costed but not yet committed' category for the Fenland Stations Regeneration Project (FSRP). This allocation is subject to confirmation of costs and benefits through the work being conducted by Fenland District Council (FDC), rail franchise operator Greater Anglia (GA) and Network Rail (NR), and the completion of a successful business case.
- 1.2.1 Fenland communities are remote from the growing centres of employment and rely on good transport links to maintain their economic and social wellbeing. Highway links in the area are generally slow and unreliable, and the rail service provides a critical role in ensuring people can access jobs, education, training and key services such as healthcare.
- 1.2.2 The Fenland area has largely been bypassed by the economic success of the Greater Cambridge area to the south. There are significant areas of deep deprivation especially around Wisbech and north and east of March.
- 1.2.3 Both Manea and March railway stations serve a wide area, including substantial communities such as Chatteris and Wisbech, which have no railway stations of their own. Driving to a nearby station from these communities, and from the large surrounding rural areas, is very important.
- 1.2.4 The plans for housing growth in the Fenland communities are important in terms of providing adequate housing to the wider population and to the continued sustainability of the communities themselves. An important part of the offer, especially in meeting the needs of working families, is in terms of rail services and the access to jobs and services which this facilitates.
- 1.2.5 11,000 new homes and 9,000 local jobs are proposed for Wisbech, March, Whittlesey and Chatteris but without large, sustainable increases in transport capacity journey times are likely to increase significantly and become more unreliable.
- 1.2.6 Investment in the rail service, especially in terms of station facilities and parking, is crucially important. As well as the larger scale investments in the area (including the new Cambridge South station and capacity increases at Ely North Junction) and the services themselves (including frequency increases on the Peterborough to Ipswich service) the complementary interventions set out in the business case form an important part of the customer offer. Better waiting facilities, improved shelters, better information, ticketing equipment and parking facilities will all make the service more attractive to existing and new residents in the area.
- 1.2.7 The availability of the rail service and the improvements set out in the business case will also make a significant contribution towards lowering car-dependency. Although short journeys may be made to the stations, longer trips to destinations such as Peterborough and Cambridge will be reduced. Many local trips to the stations can be made by walking and cycling, helping to provide more sustainable, inclusive communities.
- 1.2.8 Fenland has a long and strong tradition of community involvement in its railway starting from before FDC, CCC and Fenland Strategic Partnership (FSP) developed the 'Fenland Rail Development Strategy 2011 – 2031' (FRDS). This has provided a detailed framework for

actions to promote and develop stations, train services and community involvement in the Hereward Line ever since. One of the outcomes of the FRDS was the Hereward Community Rail Partnership [CRP] which has since been heavily involved in rail proposals.

- 1.2.9 In recognition of these issues, the Mayor of the Cambridgeshire & Peterborough Combined Authority has identified the station improvements as a key priority and has allocated resources from the Devolution Deal to ensure delivery. This will provide significant betterment for the communities and, as the longer-term rail improvements are brought in, there will be a sustained augmentation of these benefits.
- 1.2.10 The Fenland Stations Regeneration Project (FSRP) has two phases with the current transport business case being for Phase One only. The FSRP is an element of wider railway improvements in the area including new passenger trains, separate station facilities improvements that are being made by GA as part of its franchise commitments, proposals for service frequency improvements as well as new rail links such as 'Wisbech Rail'.
- 1.2.11 The proposals fit strategically at national, regional, local authority, local community and rail industry level.
- 1.2.12 The wider **objectives** are
- To enable improved access to jobs and services for the Fenland community by:
 - Influencing the rail industry to provide more services, including early morning and late evening services.
 - Influencing the rail industry to stop more trains from Fenland stations at Cambridge North.
 - Improving station facilities and access.
 - Working collaboratively with the Hereward Community Rail Partnership local authorities, community groups and station users to facilitate continuous improvement in rail services, station facilities, information and access. The Hereward CRP has an ongoing programme to raise awareness of the railway and stations and to encourage their use.
 - To accommodate housing growth in the area by
 - Improving rail services and station facilities
 - Improving access to the stations
 - Providing parking for cyclists and motorists
 - Complementing the wider masterplans and regeneration programmes for the three towns
 - Improve levels of passenger service at Fenland rail stations by:
 - Providing improved waiting, ticketing, security and information services

- Improving access to the rail station from the surrounding community
- Improving car and cycle access and parking
- Improving integration with bus and taxi services
- Accommodate and enable longer and more frequent train services at Fenland rail stations by:
 - Lengthening short platforms to accommodate longer trains
 - Supporting the wider rail investment, including the Ely capacity improvements which will enable the hourly Peterborough-Ipswich service.

1.2.13 The measures covered by the current business case are:

Manea Station

- Provision of a station car park to provide car parking facilities, with the number determined in relation to land availability, cost effectiveness and design considerations;
- Design and provision of a new waiting shelter with a specification to match the location at an unstaffed station and to meet customer requirements for inclusive access, safety and comfort, as well as minimising ongoing cleaning and maintenance requirements;

March Station

- Redesign and reconstruction/renovation of the ticket office, waiting room, toilets and shop to improve their attractiveness, improve their functionality, address current dilapidation and reduce ongoing maintenance requirements (all on platform 1);
- Provision of additional car parking spaces providing the optimum number of spaces possible within the available land, with due regard to safety, security and access, including access for people with limited mobility or other impairments.

1.3. Economic Case

1.3.1 The methodology for appraising the benefits is in two parts:

- Calculate the passenger demand that individual station facilities and 'exogenous' factors such as population growth could generate for a period into the future and;
- Calculate the societal benefits generated for and by the extra passenger demand. Some of these benefits are economic and can be monetised whilst social and environmental benefits are qualitatively presented.

1.3.2 The method for establishing passenger demand uses empirical evidence from elsewhere that has been gathered by the rail industry into the Rail Passenger Demand Forecasting Handbook (RPDFH).

1.3.3 Elasticities are applied to baseline ticket data to forecast the demand for facilities. Ticket data comes from the industry wide LENNON database - Latest Earnings Networked

Nationally Overnight – and has been provided for 2017/18 which therefore forms the base year for forecasts.

- 1.3.4 Future year forecasts are based on how population is expected to grow as well as there being an element for growth related to the provision of new station facilities and increasing jobs and services in Greater Cambridge and Peterborough etc. Doubling of the frequency of GA's service between Peterborough and Ipswich is anticipated to take place in 2029 after rail infrastructure improvements are made in the Ely area.

Demand element	March forecast no. of passengers (entries and exits)	Manea forecast no. of passengers (entries and exits)
Year 2017/18 Actual no. of entry and exits as per Office of Road and Rail station data	404,345	15,947
2021/22 Business case forecast including growth from increased population and generated by new station facilities	452,400	18,200
2029/30 Further growth from 2021/22 plus rail service frequency improvements in 2029	622,000	31,600
2036/37 Continuing growth	669,600	33,800

- 1.3.5 'Present Value Benefits' (PVB) are calculated for each year. Note that the values presented below are for the Core Scenario, that is, they include the forecasted effect of the proposed station facilities and car parks as well as the impact that the increase in population and other background growth will have on passenger demand. They do not, however, include the impact of increased rail services. This is because they are dependent on other factors such as Ely improvements.

- 1.3.6 There are three parts to the PVBs:

- "Willingness to pay" (WTP) values for new station facilities;
- The value of improved safety and security resulting from increased and improved parking provision; and
- Marginal External Costs (MECS), which include monetised road traffic decongestion benefits, savings in road accidents and reductions in environmental externalities such as greenhouse gases.

- 1.3.7 Taking each in turn:

- 1.3.8 **WTP:** The monetary benefits of the new station facilities, in 2010 prices, adjusted for inflation and discounted for the 15 year appraisal period from 2021/22 to 2036/37 are:

- March: £49,195
- Manea: £6,191

- 1.3.9 **Car park safety and security:** The resulting equivalent time savings related economic benefits in the core scenario are as follows:

- March: -£517,564 (At March the figure is negative because the £4 or £5 parking fee outweighs the monetary value of safety and security improvements.)
- Manea: £298,855

1.3.10 MECS: Shown in the table in £s millions for the 60 year period from 2021/22.

	Congestion	Infrastructure	Accidents	Local Air Quality	Noise	Greenhouse Gases	Indirect Taxation	TOTAL
MARCH	6.27	0.03	0.68	0.01	0.05	0.31	-0.54	6.79
MANEA	0.329	0.001	0.038	0.008	0.002	0.0016	-0.037	0.358

1.3.11 The PVB for the two stations amount to £6.984m over the appraisal period.

	March	Manea	Total March + Manea
WTP value (2021/22 to 2036/37)	£0.049m	£0.006m	£0.055m
Equivalent time savings (2021/22 to 2081/82)	-£0.518m	£0.299m	-£0.219m
MECs (2021/22 to 2081/82)	£6.790m	£0.358m	£7.147m
Present Value Benefits Total	£6.321m	£0.663m	£6.984m

1.3.12 Present Value Costs (PVCs) showing 2020 prices, and 2010 prices to compare with the PVBs, are shown in the next table. The impact of 9% optimism bias - as recommended in DfT's TAG guidance for rail projects - is also shown.

Item	CPCA construction and management (2020 prices)	CPCA (2010 prices)	Plus Optimism bias	CPCA with optimism bias (2010)
March: Capital cost	£1,925,650	£1,319,665	9%	£1,438,434
March: Management and Business Case Development	£183,333	£130,067	9%	£141,773
MARCH Total	£2,108,983	£1,449,732	9%	£1,580,207

Manea: Capital cost	£818,675	£561,173	9%	£611,678
Manea: Management and Business Case Development	£183,334	£130,067	9%	£141,773
MANEA Total	£1,002,009	£691,240	9%	£753,451
TOTAL COST	£3,110,992	£2,140,972	9%	£2,333,659

- 1.3.13 The cost of construction to the CPCA is **£2,744,325** in 2020 prices. This excludes third party contributions such as funds towards cycle storage facilities that have been secured through the Rail Cycle Fund, and developer contributions.
- 1.3.14 TAG Unit A5.3 'Rail Appraisal' suggests using 9% optimism bias at Level 4 'Single Option Refinement' stage, which is appropriate here.
- 1.3.15 Overall, the benefit to cost ratio (BCR) - calculated by dividing the PVB by the PVC - for the funding being asked of the CPCA is 3.26 without 9% optimism bias and 2.99 with. (This is for construction and management.) The Net Present Value of the benefits (PVC – PVB) is £4.84m without optimism bias and £4.65m with.
- 1.3.16 Stand-alone BCRs are 4.00 for March and 0.88 for Manea.
- 1.3.17 63% optimism bias would result in a BCR of 2.00 across both March and Manea. (Note that this is close to 64% which is the level recommended at Level 2 'Pre-Feasibility Stage'. This project is now well beyond this stage.)
- 1.3.18 For the BCR at March alone to fall to 2.00 would need optimism bias at 218%! Without a change in either the costs or benefits optimism bias at Manea on its own would need to be negative for its BCR to reach 2.00.

PERCENTAGE OPTIMISM BIAS	MARCH	MANEA	TOTAL
9%	PVB = £6.321m PVC = £1,580m BCR = 4.00	PVB = £0.663m PVC = £0.753m BCR = 0.88	PVB = £6.984m PVC = £2.334m BCR = 2.99
63%			PVB = £6.984m PVC = £3.486m BCR = 2.00
218%	PVB = £6.321m PVC = £3.160m BCR = 2.00		

1.4. Value for Money Summary

- 1.4.1 The overall Core Scenario 'Benefit Cost Ratio' for the measures at March and Manea is medium to high.
- 1.4.2 The impact of more trains after 2029 would be to increase the BCR further.
- 1.4.3 GA will add considerable value to the initial capital investment having agreed to maintain and, if needs be, renew the station facilities within the lifetime of its franchise.
- 1.4.4 There is a wide range of benefits:

Economy – Economy and Regeneration

- The scheme will encourage and support development and housing in the area.
- The new facilities (especially the car parks) should support improved rail services which will, in turn, provide additional access to education, jobs and services elsewhere.
- The facilities will lead to a reduction in traffic congestion and accidents especially on the approaches to Cambridge and Peterborough.

Environmental – Emissions

- Reduced traffic will lead to a reduction in greenhouse gas emissions, noise and improvement in air quality.

Environmental – Landscape/Townscape

- The surroundings of the stations will be improved especially at March, which is a key gateway to Fenland.

Social – Security of users

- The improvements will be designed with personal security in mind and the increased usage will enhance this further.

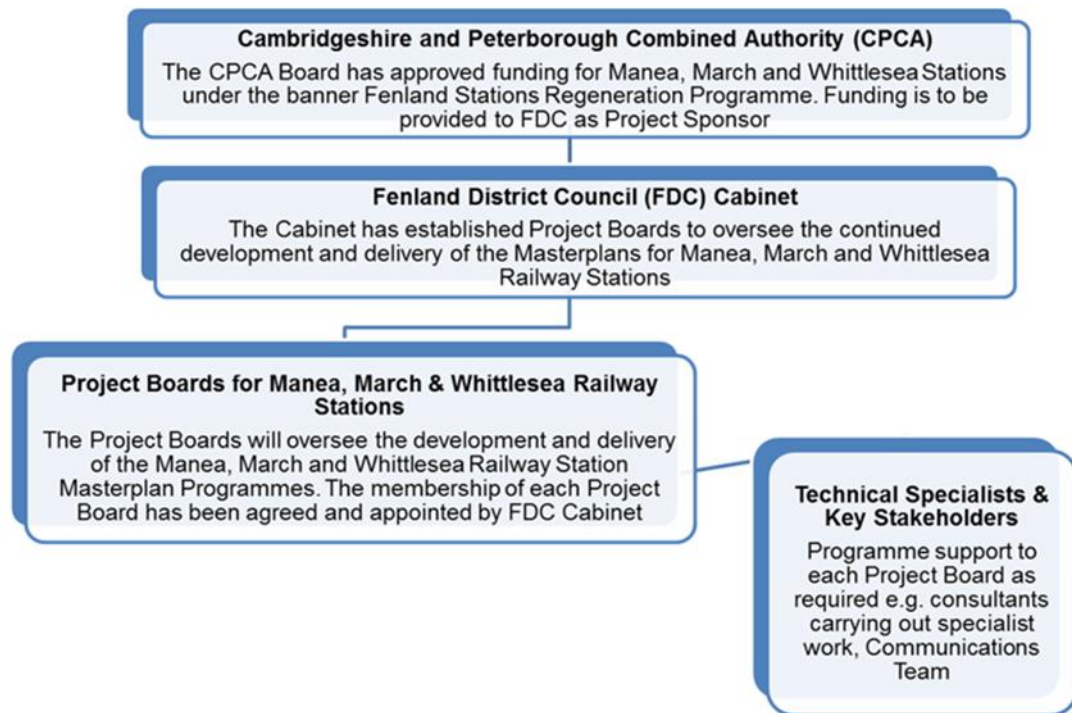
- 1.4.5 The following table shows the main risks currently associated with the projects. (L = low, M = medium)

Potential Project Risk and comment	Risk Assessment	Estimate cost (October 2020)	Potential change in cost
Manea Station Car Park			
Negotiations with land owner fail. Unlikely as heads of terms and valuation have been agreed and FDC has an option to purchase.	L	£800,000	+/-20%
Ground surveys indicate difficult conditions for construction. Whilst currently a field, ground conditions (drainage) are often more costly to overcome in Fenland by dint of the low lying nature of the land	M		
Planning approval not given. Unlikely since negotiations with planning and highway authorities have been positive	L		
Manea Station Shelter			
Implemented	-	£60,0000	0%
March Station Extended Car Park			
Costs have still to be finalised. The extended car park will be managed by NCP on behalf of GA. Parking charges will be introduced in line with charges in the existing charges. Some drivers park on street to avoid paying to park at the moment. The risk is that this will continue	M	£1,200,000	+/-30%
March Platform 1 Improvements			
Costs depend on which option the public choose for the scheme. It also depends on the results of the structural survey which has yet to be completed. Costs could be much less if the building is in good condition and the public choose the more limited scheme.	M	£718,750	+/- 30%

1.5. Management and other issues

- 1.5.1 FDC took the strategic decision at an early stage not to procure station facilities directly but to engage GA's station design and procurement expertise instead. This will be the case except for Manea car park which will be design and built in house.
- 1.5.2 The outcome of procurement processes is always reported to the Project Board for the relevant station. From a public accountability perspective the Project Board makes decisions through the elected representatives and the organisations who attend the board. The FDC Cabinet Member for transport is the Chairman of the Project Board and would

have a casting vote if necessary.



- 1.5.3 The car park extension at March is at the point of detailed design and early contractor involvement. Procurement and build will follow, the latter completing by March 2021, followed by the launch and promotion.
- 1.5.4 For the March Station platform one redesign:
- Survey work, public consultation and choice of the preferred option are complete
 - Next comes the tender specification and appointment of the contractor;
 - Construction is expected between January and June 2021;
 - Launch will be in July 2021
- 1.5.5 The shelter programme for Manea is now complete including launch and promotion.
- 1.5.6 The programme for Manea Car Park:
- The planning application process is nearing completion;
 - The land purchase process is underway and awaits the outcome of the planning process;
 - Detailed design work is pending;
 - Procurement of the contractor to build the site was due to take place in September 2020 with the build anticipated to be completed by April 2021;
 - Launch, promotion and final completion in June 2021.

- 1.5.7 A Monitoring and Evaluation Plan (MEP) and plan for realising the Benefits is in preparation and will be completed for the Full Business Case.



Fengate Phase 1 Strategic Outline Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 November 2020
Public report:	Yes
Lead Member:	Mayor James Palmer
From:	Paul Raynes Director of Delivery & Strategy
Key decision:	Yes
Forward Plan ref:	KD2020/079
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the Strategic Outline Business Case;b) Approve the commencement of the Full Business Case and detailed design stage;c) Approve the drawdown of £270,000 from the budget within the Medium-Term Financial Plan to develop the Full Business Case and detailed design.
Voting arrangements:	A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members

1. Purpose

- 1.1 To report work undertaken to date and request approval to proceed to the Full Business Case and detailed design stage for the Fengate Phase 1 project.

2. Background

- 2.1 The Peterborough City Council Local Plan (adopted July 2019) sets out the overall vision, priorities and objectives for Peterborough up to 2036. The updated strategy identifies the required delivery of 19,440 new homes and 17,600 new jobs by 2036.

- 2.2 The largest employment allocation within Fengate is the Red Brick Farm site which covers 12.6 hectares. This is likely to be a mixture of B8 (Storage and Distribution) units and B2 (General Industry) units with ancillary B1 office space.
- 2.3 The Fengate Access Study Area focuses on the north of Fengate, where the Red Brick Farm site is located. The study area is shown in the figure below. It considers Junction 7 and Junction 8 of the A1139 Fletton Parkway (key access to / from the parkway system), access routes into Fengate such as Parnwell Way and Oxney Road, and internal roads within Fengate such as Edgerley Drain Road and Storey's Bar Road.
- 2.4 The study area is illustrated within Figure 1 below.

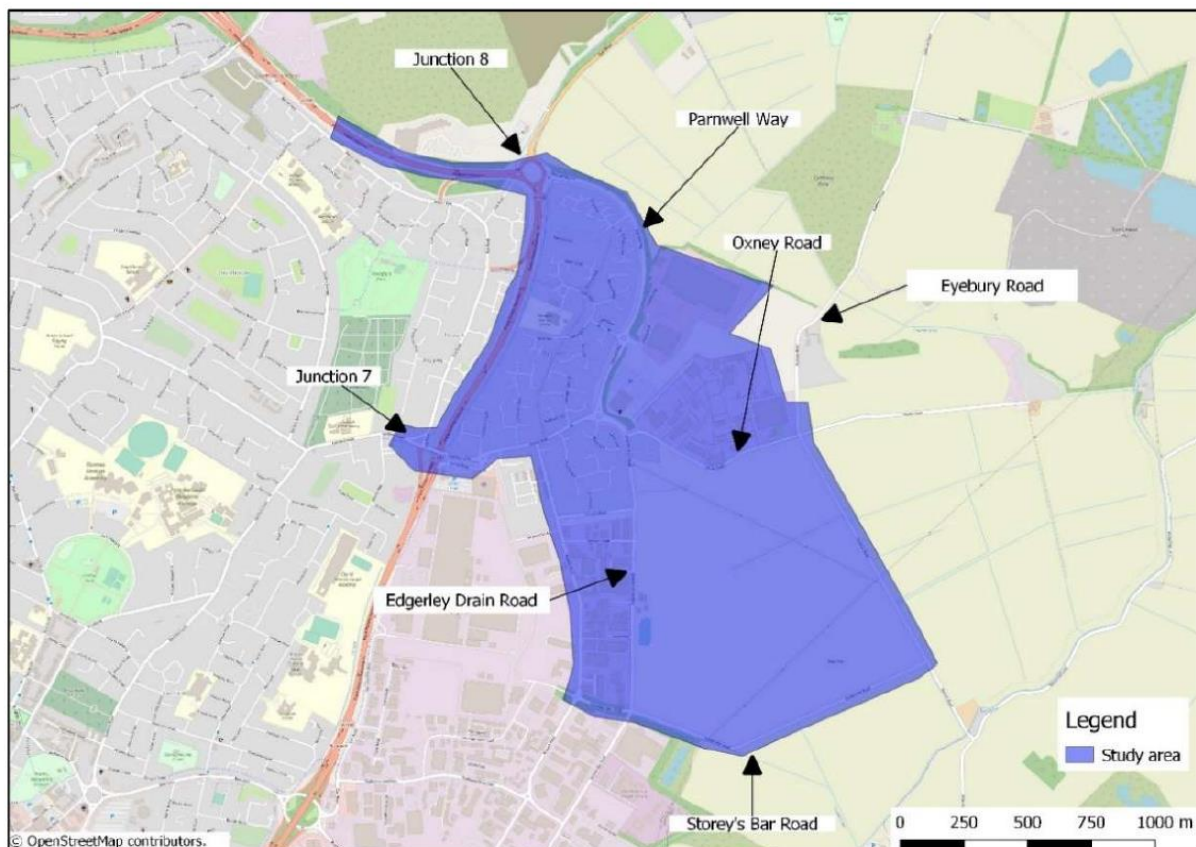


Figure 1 – Fengate Access Study Area

3. The Strategic Outline Business Case

- 3.1 The Strategic Case has considered the policy context in which a scheme for this location has been developed. As well as policy, the need for intervention is explained, which includes existing peak hour congestion and associated delay that compromise local growth aspirations.
- 3.2 The primary objectives are:
- (a) Tackle congestion and reduce delay;
 - (b) Support Peterborough's growth agenda and facilitate development of the Red Brick Farm site.

3.3 The secondary objectives are:

- (a) Positively impact traffic conditions on the wider network: Positively impact the performance of local routes impacted by the traffic and congestion in and around Fengate;
- (b) Improve Road Safety: Reduce personal injury accidents and improve personal security amongst all travellers;
- (c) Limit impact on the local environment and improve biodiversity.

3.4 The Economic Case demonstrates that the scheme achieves a Benefit Cost Ratio (BCR) of 2.7 and offers a high value for money, confirmed by the Independent Review. A breakdown of the scheme BCR is provided in Table 1 below.

3.5 Department for Transport guidance indicates that a BCR greater than 2 is considered to give high value for money. Equally the Combined Authority's Assurance Framework says that a scheme will require to be above 2.0 before investing.

Table 1: Benefit Cost Ratio Assessment

Value (£'000s) 2010 prices, benefits discounted to 2010	
Present Value of Benefits (PVB)	15,166
Present Value of Costs (PVC)	5,609
Benefit Cost Ratio	2.7

3.6 It is anticipated that the package of schemes will be jointly funded by the Combined Authority and Section 106 Developer Contributions secured from the Red Brick Farm Site. The discussions between Peterborough City Council and Red Brick Farm are well advanced and is considered likely that a developer contribution will be secured towards the cost of the package of schemes but the contribution is yet to be agreed.

3.7 The improvements within Package 1 consist of the following and is further illustrated in Figure 2:

- Creation of a roundabout at the junction of Oxney Road / Edgerley Drain Road;
- Traffic Signal Improvements (including an initial Smart Junctions Trial) at the junction of Edgerley Drain Road / Storey's Bar Road / Vicarage Farm Road;
- Traffic Signal Improvements at Junction 7 of the A1139 Frank Perkins Parkway (A1139 Frank Perkins Parkway / Oxney Road / Eastfield Road);
- Creation of a third lane southbound on the A15 Paston Parkway approach to Junction 8 (A1139 Frank Perkins Parkway / A15 Paston Parkway / A1139 Eye Road / Parnwell Way).



Figure 2 – Package 1 Locations

3.8 During the detailed design stage further consideration will also be given to:

- Tree planting and landscaping;
- Improvements to localised sustainable transport routes;
- Use of sustainable material in construction;
- Compliance with the Combined Authority's net zero policy;
- Compliance with the Combined Authority's doubling nature policy; and
- Compliance with the Combined Authority's digital infrastructure policy.

3.9 The package of schemes will add capacity to the highway network, addressing existing problems of peak hour congestion, and help to facilitate planned employment growth within Fengate.

3.10 The Financial Case demonstrates that the scheme has been robustly costed in accordance with the Department for Transport Technical Appraisal Guidance (TAG) for this stage of assessment.

3.11 This Scheme Outturn Cost (including risk and inflation) is £5.8 million. This includes a 20% Risk Allowance, which is comprised of 10% construction risk and 10% COVID-19 related risk. As discussed the level of developer contribution will be fully reported and accounted for within the Economic Case and Financial Case of the Full Business Case.

3.12 The Commercial Case demonstrates that the scheme can be reliably procured and implemented through existing channels whilst ensuring value for money in delivery of the scheme. All phases of the scheme, including detailed design, construction and site supervision will be delivered by Peterborough Highway Services (PHS), who have been

responsible for all planning and design work undertaken on the Fengate Access Study to date.

- 3.13 The Management Case demonstrates that Peterborough City Council, through the PHS Framework, has the necessary experience and governance structure to successfully manage the delivery of the package of schemes.
- 3.14 Peterborough City Council, through PHS, have successfully delivered the following highway improvement schemes in recent years. The Staniland Way Roundabout has been included as an example of the ability to deliver due to the similarities it bears to the proposed roundabout at Oxney Road / Edgerley Drain Road.
- 3.15 It is also expected that the delivery of the scheme will be managed by a Project Team led by a Peterborough City Council Project Manager and consisting of all the key project delivery partners. The Project Team will be responsible for the daily running of the project, coordinating with all key stakeholders, and managing the delivery programme.
- 3.16 The existing PHS Project Board will be used to oversee the continued development and delivery of the scheme by the Project Team, and to make key decisions relating to the delivery of the project. The Project Board will be supported by technical specialists, and key stakeholders will be invited to attend as necessary.

4. Next Steps

- 4.1 A summary of the key milestones are provided in Table 2 below.

Table 2: Summary of key milestones

Timescale	Milestone Activity
December – March 2021	Detailed Design undertaken and Full Business Case start. Stakeholder and public consultation to commence
April – May 2021	Full Business Case to be reviewed by CPCA, funding sought for scheme construction
June – October 2021	Construction starts with Oxney Road / Edgerley Drain Road Roundabout (estimated 14 week construction programme)
October 2021 – October 2022	Construction of remaining schemes within the Package 1.

- 4.2 An online public and stakeholder consultation exercise on the final scheme will be undertaken following approval, and prior to completion of the Detailed Design. No residents are directly affected by this scheme.
- 4.3 We recommend to the CPCA Board that we proceed to the next stage of the Full Business Case and detailed design phase. Sufficient detail has been developed at the Strategic Outline Business Case to accelerate the programme to the detailed design and Full Business Case stage.

5. Financial Implications

- 5.1 This scheme outturn cost including risk, 20% risk allowance (10% construction risk and 10% COVID-19 related risk) is approximately £5.8 million. This represents the amount required by Peterborough City Council to deliver the scheme. Further design work and investigation at the Full Business Case stage will provide further certainty to scheme costs.
- 5.2 It is also anticipated that the package of schemes will also be jointly funded by a Section 106 Developer Contribution secured from the Red Brick Farm development site. The details in relation to amount has yet to be secured but agreement will be undertaken during the Full Business Case.
- 5.3 Within the Medium-Term Financial Plan (MTFP) there is £5.8m available (£1.0m in 20/21 and £4.8m in 21/22) 'subject to approval' from the Combined Authority Board.
- 5.4 It is recommended therefore to ask the CPCA Board for the approval of the drawdown of £270,000 from the subject approval budget for the Detailed Design and production of the Full Business Case.

6. Legal Implications

- 6.1 The recommendations accord with CPCA's powers under Parts 3 and 4 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (S1 2017/251).
- 6.2 The meeting shall be conducted in accordance with Parts 2 and 3 of the Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings)(England and Wales) Regulations 2020.

7. Appendices

- 7.1 Appendix 1 – Fengate Phase 1 Strategic Outline Business Case Executive Summary

Accessible version available on request from
Democratic.Services@cambridgeshirepeterborough-ca.gov.uk

8. Background Papers

- 8.1 [CA Board Report March 2018](#)

Executive Summary

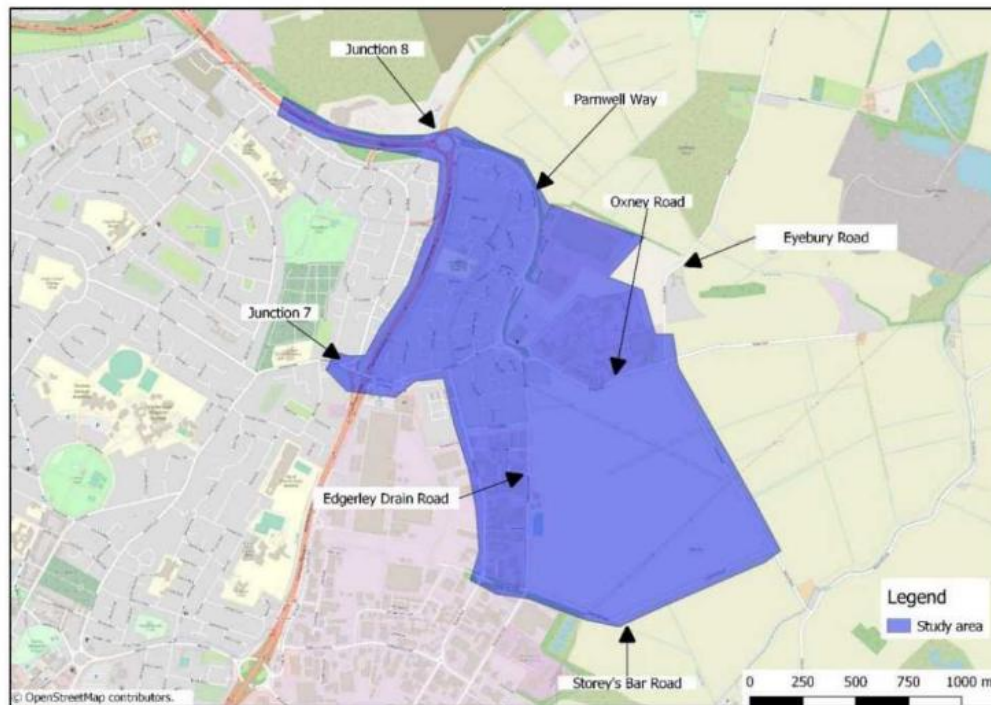
This Strategic Outline Business Case makes a strong strategic and economic case for the Fengate Access Study improvement schemes, which will return **High Value for Money**.

The package of schemes will add capacity to the highway network, addressing existing problems of peak hour congestion, and help to facilitate planned employment growth within Fengate.

The Peterborough Local Plan (adopted July 2019) sets out the overall vision, priorities and objectives for Peterborough up to 2036. The updated strategy identifies the required delivery of 19,440 new homes and 17,600 new jobs by 2036¹.

The largest employment allocation within Fengate is the Red Brick Farm site which covers 126,600 square metres. This is likely to be a mixture of B8 (Storage and Distribution) units and B2 (General Industry) unit with ancillary B1 office space.

The Fengate Access Study Area focuses on the north of Fengate, where the Red Brick Farm site is located. The study area is shown in the Figure overleaf, and considers Junction 7 and Junction 8 of the A1139 Fletton Parkway (key access to / from the parkway system), access routes into Fengate such as Parnwell Way and Oxney Road, and internal roads within Fengate such as Edgerley Drain Road and Storey's Bar Road.



Fengate Access Study Area

¹ <https://www.peterborough.gov.uk/council/planning-and-development/planning-policies/local-development-plan>

Planning discussions between the developer for the Red Brick Farm site and Peterborough City Council are well advanced, and the developers have the intention of meeting their highway obligations under any agreed planning conditions by October 2021. This provides Peterborough City Council with an opportunity to work alongside the developer to bring forward much needed employment at a time of economic uncertainty, whilst ensuring that the highway improvements associated with Red Brick Farm fit with wider requirements for the Fengate area.

The key project milestones are set out in the Table beneath. To meet this ambitious schedule, and subject to approval from the CPCA Board, Peterborough City Council are requesting permission to move straight from Strategic Outline Business Case to Full Business Case.

Key Project Milestones

Timescale	Milestone Activity
September 2020	Strategic Outline Business Case and Option Assessment Report submitted to CPCA for review. Approval sought for release of funding for Detailed Design and Full Business Case.
October 2020	Subject to approval, funding secured to undertake Full Business Case and Detailed Design.
November - December 2020	Detailed Design and Full Business Case commence. Stakeholder and Public Consultation undertaken.
March 2021	Full Business Case and Detailed Design submitted to CPCA for review and approval sought for release of funding for construction.
June 2021 – October 2021	Construction starts with Oxney Road / Edgerley Drain Road Roundabout (estimated 14 week construction programme)
October 2021 – October 2022	Construction of remaining schemes within the Package 1.

This Strategic Outline Business Case is set out in compliance with the DfT's Five Case Business Case Model.

Strategic Case

The Strategic Case has considered the policy context in which a scheme for this location has been developed. As well as policy, the need for intervention is explained, which includes existing peak hour congestion and associated delay that compromise local growth aspirations:

The policy review and data on existing issues has been used to identify scheme objectives, and different schemes, forming packages of potential improvement options, have been assessed against these objectives using the DfT's Early Assessment Sifting Tool (EAST). The Primary scheme objectives are set out beneath.

- **Tackle congestion and reduce delay:** Tackle congestion at key pinch points across the Study Area and reduce delay in to the Fengate area
- **Support Peterborough's Growth Agenda and facilitate the development of the Red Brick Farm site:** Ensure that the planned employment growth at Red Brick Farm is accommodated.

The Strategic Case concludes with details of the preferred package of schemes (Package 1) which is the subject of this Business Case. Full details of the modelling and assessment work undertaken to identify the preferred package of schemes can be found in the Fengate Access Study Option Assessment Report (OAR).

Package 1 consists of the following schemes:

- Creation of a roundabout at the junction of Oxney Road / Edgerley Drain Road
- Traffic Signal Improvements (including an initial Smart Junctions Trial) at the junction of Edgerley Drain Road / Storey's Bar Road / Vicarage Farm Road.
- Traffic Signal Improvements at Junction 7 of the A1139 Frank Perkins Parkway (A1139 Frank Perkins Parkway / Oxney Road / Eastfield Road)
- Creation of a third lane southbound on the A15 Paston Parkway approach to Junction 8 (A1139 Frank Perkins Parkway / A15 Paston Parkway / A1139 Eye Road / Parnwell Way).

The location of each of these schemes is shown in the Figure beneath.



Package 1 Scheme Locations

Economic Case

The Economic Case demonstrates the scheme achieves a Benefit to Cost Ratio of 2.7, and offers **High Value for Money** based on transport user benefits alone. A breakdown of the scheme BCR is provided in the Table beneath.

TUBA BCR Assessment

Value (£'000s) 2010 prices, benefits discounted to 2010	
Benefits	
Greenhouse Gases	104
Consumer Users (commuting)	9,173
Consumer Users (Other)	2,734
Business Users/Providers	3,352
Indirect Taxes	-197
Present Value of Benefits (PVB)	15,166
Costs	
Broad Transport Budget	5,609
Present Value of Costs (PVC)	5,609
Net Benefit / BCR Impact	
Net Present Value (NPV)	9,557
Benefit / Cost Ratio (BCR)	2.704

The Present Value of Benefits used in the assessment have been derived from the SATURN based Peterborough Transportation Model 3 (PTM3), and used to assess the impact of the scheme in future years. Results from this modelling were then assessed using the Transport User Benefits Appraisal (TUBA, 1.9.13) tool to calculate a scheme BCR. The **Present Value of Benefits** for the scheme are **£15,166** in 2010 prices.

The present value of costs used in the Economic Assessment is based upon a scheme cost estimate, and have been calculated in line with WebTAG guidance over a 60 year assessment period. The **Present Value of Costs** for the scheme are **£5,609** in 2010 prices.

Developer Contribution Sensitivity Test

It is anticipated that the package of schemes will be jointly funded by the CPCA and S106 Developer Contributions secured from the Red Brick Farm Site.

Discussions between Peterborough City Council and the Red Brick Farm Developers are well advanced, and it is considered highly likely that a significant developer contribution will be secured towards the cost of the package of schemes in the form of a S106 agreement, but details of the contribution have yet to be finalised, and consequently the level of developer contribution cannot be confirmed at this point.

However, a sensitivity test has been undertaken as part of the Economic Assessment to demonstrate the impact that the likely contribution will have on the package BCR. The sensitivity test has made the following changes to the schemes costs:

- The cost of the Oxney Road / Edgerley Drain Road Roundabout to be covered by a third party (developer contribution)
- A contribution of £325,000 towards the Traffic Signal improvements at the junction of Edgerley Drain Road / Storey's Bar Road / Vicarage Farm Road.

The updated Base Investment Cost then had the same levels of risk, inflation and Optimism Bias applied as the core scenario, and was discounted back to 2010 market prices using the same factors. The resultant BCR is shown in the Table beneath.

TUBA BCR Assessment – Developer Contribution Sensitivity Test

Value (£'000s) 2010 prices, benefits discounted to 2010	
Benefits	
Greenhouse Gases	104
Consumer Users (commuting)	9,173
Consumer Users (Other)	2,734
Business Users/Providers	3,352
Indirect Taxes	-197
Present Value of Benefits (PVB)	15,166
Costs	
Broad Transport Budget	4,682
Present Value of Costs (PVC)	4,682
Net Benefit / BCR Impact	
Net Present Value (NPV)	10,484
Benefit/Cost Ratio (BCR)	3.239

The Table demonstrates that the impact of a likely developer contribution towards the package cost will reduce the PVC to £4,682,000, increasing the scheme BCR to 3.2 which again offers **High Value for Money**.

Qualitative and quantitative assessments have also been undertaken for the following areas:

- Landscape
- Heritage
- Arboriculture
- Ecology
- Noise.

These assessments did not identify any significant concerns and will be considered in more detail during the detailed design process.

Financial Case

The Financial Case demonstrates that the scheme has been robustly costed in line with WebTAG guidance for this stage of assessment.

This Scheme Outturn Cost (including risk and inflation) is £5,869,582. This includes a 20% Risk Allowance, which is comprised of 10% construction risk and 10% COVID-19 related risk.

The initial scheme cost estimates are presented in the Table beneath.

Financial Case Scheme Cost Estimates

Description of Cost Type	Cost (£)
Base Investment Cost	4,599,343
Risk Adjusted Base Cost	5,499,211
Risk Adjusted Base Cost with Construction Industry Inflation (Outturn Cost)	5,869,582

It is anticipated that the full scheme Outturn Cost of £5,869,582 will be jointly funded by the CPCA from the Single Investment Fund and S106 Developer Contributions secured from the Red Brick Farm Site.

The level of developer contribution will be fully reported and accounted for within the Economic Case and Financial Case of the Full Business Case.

Peterborough City Council request that the Design Cost of £530,872 is released in advance of the funds required for construction, in order to undertake the Detailed Design and produce a Full Business Case. This work is provisionally programmed to be undertaken between November 2020 and March 2021, with a view to construction commencing on site in June 2021. These costs would then be reported as costs already incurred within the scheme cost estimates included within the Full Business Case.

This cost includes an allowance of £50,000 to undertake an innovative trial using real time data collection sensors at the Junction of Edgerley Drain Road / Storey's Bar Road / Vicarage Farm Road to directly control the traffic signal operation based on live network conditions (replacing MOVA).

Commercial Case

The Commercial Case demonstrates that the scheme can be reliably procured and implemented through existing channels whilst ensuring value for money in delivery of the scheme.

All phases of the scheme, including detailed design, construction and site supervision will be delivered in house by Peterborough Highway Services (PHS), who have been responsible for all planning and design work undertaken on the Fengate Access Study to date.

The scheme will be procured using a Target Cost payment mechanism. This incentivises both parties to work together to reduce cost through a pain / gain mechanism. To ensure that the procurement remains commercially competitive and offers value for money, all subcontract packages will be subject to competitive tendering.

Procuring the scheme directly through the PHS contract enables Peterborough City Council to appoint a contractor in an efficient manner. Using PHS' in-house delivery capability offers the following benefits over alternative procurement routes.

- PHS is reliable and has a **proven track record** of delivering major schemes successfully, and this serves as a positive indicator of future performance.
- The scheme can be **procured far quicker** than would be the case with alternative procurement routes. As well as reducing the procurement costs for the procuring authority, the project benefits will be realised sooner.
- The integrated delivery model creates a **single point of responsibility** and encourages **more effective collaboration** between client, designer and contractor to reduce costs. As the scheme has been identified, planned and designed within PHS, continuity can be assured through to construction, and any issues identified on site can be quickly resolved by the design team.
- A well-established supply chain is already in place which provides **Value for Money**. All subcontract packages will be competitively tendered to ensure best value, and will be put to a minimum of three tenderers where possible.
- **Strong performance is highly incentivised** as all schemes delivered within the PHS contract contribute to a suite of KPIs which impacts on the term of the contract. Consistent good performance is rewarded with contract term extensions whereas consistently poor performance would see a reduction in the contract term.
- The contract duration and **strong collaborative relationship** encourages both parties to work towards long term gain rather than short term commercial gain.

Management Case

The Management Case demonstrates that Peterborough City Council, through the PHS Framework, has the necessary experience and governance structure to successfully manage the delivery of the package of schemes.

The Council, through PHS, have successfully delivered the following highway improvement schemes in recent years. The Staniland Way Roundabout has been included as an example of the contract's ability to deliver due to the similarities it bears to the proposed roundabout at Oxney Road / Edgerley Drain Road.

- Staniland Way Roundabout (Werrington) - £0.5m
- Junction 20 Improvement Scheme (A47 Soke Parkway / A15 Paston Parkway) - £5.7m



Staniland Way Roundabout (post scheme)

Delivery of the scheme will be managed by a Project Team led by a PCC Project Manager, and consisting of all the key project delivery partners. The Project Team will be responsible for the daily running of the project, coordinating with all key stakeholders, and managing the delivery programme.

The existing PHS Project Board will be used to oversee the continued development and delivery of the scheme by the Project Team, and to make key decisions relating to the delivery of the project. The Project Board will be supported by technical specialists, and key stakeholders will be invited to attend as necessary.

Every month the Project Manager will also submit a highlight report to the CPCA recording what progress has been made and whether there are any new risks that could impact the scheme.

An online public and stakeholder consultation exercise on the final package of schemes will be undertaken prior to completion of the Detailed Design. No residents are adversely affected by the proposed schemes. All other communication with key stakeholders and the public will be coordinated by a designated Project Liaison Officer who will be based with the project delivery team.

A Risk Register was produced during project initiation to identify potential risks and to evaluate factors that could have a detrimental effect on the project. The Risk Register is a live document and is reviewed regularly at progress meetings and updates are reported to the CPCA through the monthly Highlight Reports.

Details about how the scheme will be monitored and evaluated against the objectives are shown within the Management Case, and include a range of quantitative and qualitative data collection methods that will be undertaken at one, three and five years post scheme opening.

Summary

This Outline Business Case makes a strong strategic and economic case for the Fengate Access Study Improvements, which will return **High Value for Money**.

The Business Case demonstrates that the scheme has been carefully costed based on the information available, can be efficiently procured through existing commercial channels whilst proving value for money, and that the necessary mechanisms are in place to ensure that delivery of the scheme can be successfully managed on behalf of the Cambridgeshire and Peterborough Combined Authority.

This package of schemes will directly facilitate the Red Brick Farm development, along with wider growth in Fengate, and provide much needed employment opportunities in the uncertain wake of COVID-19.



Oxford to Cambridge Arc

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Delivery & Strategy

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

a) Note the content of this report;

Voting arrangements: A simple majority of all Members.

1. Purpose

- 1.1 To update the Board on developments in the Combined Authority's work with the Oxford to Cambridge Arc, and set objectives for future engagement.

2. Background

- 2.1 The Oxford to Cambridge Arc has a population of nearly four million people and is the location of firms and other employers that provide two million jobs which together generate £110 billion of economic output each year. The area has an incredible tradition of bringing the best minds together to create solutions to the most complex challenges. It is home to some of the world's greatest innovators who transform lives with their ideas, entrepreneurs who have created world leading products and services, and researchers and academics who are at the frontier of human discovery. The Arc has produced more start-ups that have reached \$1 billion capitalisation - so called unicorns - than any other region of the UK, including London.

	OxCam Arc	CPCA	CPCA as % of Arc
GVA total (2018)	£108.9bn	£27.7bn	25.4%
GVA increase (2014-18)	£8.26bn	£3.56bn	43.1%
GVA average annual growth rate	2.39%	3.2%	N/A
Housing dwelling completions (2014/15 – 2018/19)	76,660	16,220	21.2%
Jobs created (2014-18)	137,000 extra jobs	42,000 extra jobs	30.7%
Population (2017)	3.74 million	859,570	23%

Figure 2: Cambridgeshire and Peterborough driving Arc growth

- 2.3 The government has developed a policy focus on the Arc since the National Infrastructure Commission produced a report on the area in 2017. In this year's Spring Budget, the Chancellor confirmed a commitment to East West Rail, and committed the government to explore up to four new settlements along its route, potentially to be delivered using Development Corporations. A proposal for an Arc Spatial Strategy was announced. The government also announced, though, that plans for the Western stretch of an Oxford-Cambridge Expressway road would be put on hold.
- 2.4 The government maintains an OxCAM Arc unit of officials housed within MHCLG. The local authorities of the Arc meet through a Leaders' Group and its Executive, and through a chief executives' group, which government officials also attend. These groups have been supported by working groups of officers. Membership of these groups does not include all the areas identified by the National Infrastructure Commission as part of the Arc economic geography.
- 2.5 As part of these arrangements, economies within the Arc geography were asked to identify Growth Boards for their area. The Combined Authority Board is the Growth Board for Cambridgeshire and Peterborough.

3. The Prospectus

- 3.1 As part of preparations for the three-year Comprehensive Spending Review an investment prospectus was developed to communicate Arc stakeholders' priorities for investment into government. This was endorsed by the respective Chairs of the Arc Leadership Group (Cllr Barry Wood), the Arc Universities Group (Professor Sir Peter Gregson) and the Arc LEP Group (Jeremy Long).
- 3.2 The Prospectus positioned the Arc as a global hub for innovation, and home to exemplary models of green development that will inspire communities around the world. Its focus for investment, to realise this vision, related to five ambitious innovation projects

capable of delivering world-leading innovation across multiple sectors and greater prosperity for the UK.

3.3 The Prospectus made it clear that the Arc presents a unique opportunity for Government, through its unrivalled scientific assets of international standing and significance, and that through the commitment of Government to long term investment in the area, the Arc will fulfil its true potential to deliver transformational economic growth that will benefit the whole of the UK, through a doubling of GVA by 2050 to over £200bn.

3.4 The immediate actions set out in the Prospectus were threefold, to:

1. Establish visible Arc leadership by creating a new and accountable executive team which can drive forward the Arc's vision and ambitious goals.
2. Galvanise the Arc's wider partners by working to communicate its ambition and showcase its strengths and opportunities, among communities, businesses and investors.
3. Progress the Arc's priority investments, by working closely with central government to secure critical investment for its priority initiatives.

3.5 These Priority Initiatives were set out as the development of:

1. A Life Science Innovation Network building on the world-leading capability of the clusters around Oxford and Cambridge, which have been central to the UK's response to the COVID-19 crisis. The aim of this network will be to facilitate increased opportunities for greater collaboration, accelerate innovation and commercialisation and power the scaling up of high growth spinout companies within and beyond the Arc.
2. A Sustainable Aviation Network forging a pathway towards zero-carbon aviation, delivering a leadership position for the UK in the evolving global market of 'green' aviation. At the heart of this will be three networked and collaborative world-class academic partnerships with industry and innovators:
 - i. The UK Zero Carbon Airport and Aviation Centre, at Cranfield's Global Research Airport
 - ii. The Oxford Thermofluids and Energy Institute
 - iii. The National Centre for Propulsion & Power at the Whittle Laboratory in Cambridge
3. A UK Space Gateway harnessing the global potential of the Harwell Space Cluster, the largest in Europe, and rocket propulsion and testing capability at Westcott Venture Park to position the UK as a market leader in space technologies and applications to meet the national ambition for a 10% share of the global space market. This will include an AI Lab to harness machine learning and

5G technology to transform the satellite value chain, and an in-orbit servicing, remote diagnostics and data acquisition processing capability.

4. **A Future Mobility Network**, strengthening the Arc as the UK's hub for the development, testing and rollout of Connected and Autonomous Vehicles (CAV), building on activity such as emissions testing at the Millbrook Proving Ground, CAV testing at Cranfield and Milton Keynes, the national CAV test centre at Culham Science Park and the pioneering work of companies such as Oxbotica and Latent Logic in Oxford and TWI in Cambridge.
5. **A Zero-carbon energy Network** accelerating solutions to tackle climate change and enable us to advance towards a zero carbon Arc, including the development of national energy systems demonstrator pilots in Oxfordshire, hydrogen research at Cranfield, the trialling and testing of hydrogen fuel in HGVs at Chelveston and world leading research in fusion technology at Culham Science Centre, home of the UK Atomic Energy Authority.

- 3.6 The Prospectus committed Arc partners to develop the five proposals above, into strategic business cases, prepared jointly by LEPs, universities, national research and innovation bodies and public and private sector partners.
- 3.7 With the government's decision to move to a one-year spending review, it is now envisaged that elements of these projects and business cases which can be developed in the next 12-18 months may be taken forward as part of the work programme of the Arc bodies described in paragraph 4 above.

4. New Settlements

- 4.1 MHCLG officials are leading a programme of work to follow up on the Budget announcement about new settlements linked to the East West Rail route. Officers from the Combined Authority, County Council, South Cambridgeshire and Huntingdonshire Councils have held discussions with MHCLG on that work. MHCLG are at an early stage of exploring options on a range of potential scenarios in the Cambourne and St Neot's/Tempisford areas, linked to plans for potential East West Rail station locations. Officers from Cambridgeshire and Bedfordshire councils have been offered a briefing on the outputs from that work in the next month. Political-level conversations are to be expected in the next few months, in advance of East West Rail's statutory consultation on its route, which is due in the first half of next year. At this stage, MHCLG has made no specific proposals about delivery vehicles.

5. Spatial Strategy

- 5.1 MHCLG is also leading the early stages of work on a Spatial Strategy for the Arc. Officials believe this should be a document with significant planning weight. The Department is in the process of recruiting a team of planning professionals to develop the Strategy. The Spatial Strategy is expected to form part of the work programme of the Arc

bodies described in paragraph 2.4. MHCLG has held exploratory discussions with officers from the Combined Authority and planning authorities about potential arrangements for engagement and consultation in the Combined Authority area. The MHCLG officials working on the Arc Spatial Strategy are due to attend the CA's officer Growth Ambition Board on 23 November.

6. The Green Arc

- 6.1 The Prospectus provides a vision for the Arc as an exemplar of sustainable development with a high quality environment and outstanding quality of life, and with a strong economic focus that drives inclusive clean growth. The Combined Authority has been at the forefront of this thinking, and its target of doubling the amount of land being actively managed for nature has been adopted as an outcome for the whole Arc. Cllr Smith has chaired the Arc's environment workstream.
- 6.2 Building on the ambition set by the Combined Authority, the Prospectus proposes under the Green Arc to establishing a Doubling Nature Fund to protect and enhance the environment and increase investment in natural capital assets. The Combined Authority has been leading work on this issue, particularly how the private sector can be more involved and at what scale it makes sense to organise funds. Alongside Natural Cambridgeshire (the Local Nature Partnership) the Combined Authority recently held a workshop bringing together farmers, landowners, environmental bodies, and financial institutions to examine the barriers and opportunities of investing. This is feeding into the development of a doubling nature investment plan for the Combined Authority area.
- 6.3 The Combined Authority's work complements the baseline information on natural capital gathered by the Arc-wide Local Natural Capital team. The Cambridgeshire and Peterborough area contains internationally and national important natural assets (including much of the nation's most productive farmland) but is also facing significant environmental challenges (such as water supply, river quality, surface water and fluvial flood risk). Compared nationally, the Combined Authority area has one of the lowest amounts of rich wildlife areas and greenspace accessible to its residents. The Green Arc provides opportunities to respond to those challenges. It is also clear that growth across the Arc is in many cases dependent on the Combined Authority area. For example, integrated water management across much of the Arc (in particular the Great Ouse Catchment) ultimately relies on how the Fens are managed.
- 6.4 The Combined Authority has been working with Natural Cambridgeshire to progress activity on the natural environment across its area, identifying priority landscape-scale interventions, community scale action, and mechanisms to increase the amount of public and private investment in nature. The Combined Authority has also embedded additional links to key government environmental agencies through a part-time secondment from the Environment Agency, representing the DeFRA group (EA, Natural England and the Forestry Commission).
- 6.5 In the wider environmental context, the Combined Authority has established an independent Commission on Climate Change to provide authoritative recommendations on practical actions to mitigate and adapt to the effects of climate change. As highlighted

above, land-use change, farming and flood risk (especially in managed areas already below sea level) will be issues to address.

7. Objectives

- 7.1 As the papers for item 4.6: Devolution Deal, Gainshare Gateway Review and Combined Authority Prospectus on today's agenda emphasise, the Combined Authority is focussed on delivering the investments needed to achieve the 25-year growth ambition reflected in the Devolution Deal. The COVID crisis has not changed that aim. Our engagement with the Arc agenda should therefore be based on two principles:
- The Arc's growth aims should reinforce our Devolution Deal ambition, including the local levelling-up agenda that aims to raise productivity, earnings, and prosperity in Peterborough and the Fens towards Greater Cambridge levels;
 - As the Arc's strongest-performing area and its most ambitious, Cambridgeshire and Peterborough should be confident about its role in setting the Arc's agenda.
- 7.2 In practice, this will involve ensuring that initiatives such as the Arc spatial strategy or any infrastructure investment fully reflect not only the proposed new settlements, but also the importance of transport connectivity and labour market issues that link Greater Cambridge with Fenland, Peterborough and East Cambridgeshire. It may also involve taking the initiative in discussions about spatial planning and delivery vehicles, rather than waiting to be "done to" by national government policy.
- 7.3 The Board will also note that: :
- A Green Arc that reflects our ambitions on climate change and doubling nature should remain a priority;
 - Through Prospectus follow-up, Cambridgeshire & Peterborough partners should be actively involved in the development of three of the five Arc-Level Strategic Outline Business Cases including:
 - the Future Mobility network.
 - the Net Zero Aviation network.
 - the Life Science network.
 - Any delivery vehicles for mooted new settlements promoted by the government should have a strong locally-led element.
- 7.4 The Board will note that the government has made no new commitments to invest in infrastructure or innovation projects linked to the Arc, and that the move to one-year spending review makes it unlikely that major long-term capital commitments will be made in the near future. The CPIER was clear that investment is a precondition for sustainable

growth in Cambridgeshire and Peterborough. Our engagement for the Arc should also be seen as a platform to make that case to government strongly.

8. Financial Implications

8.1 None

9. Legal Implications

9.1 None

10. Other Significant Implications

10.1 None.

11. Appendices

11.1 None

12. Background Papers

12.1 [OxCam Arc Prospectus](#)

72 Market Street
Ely
Cambridgeshire CB7 4LS



Devolution Deal, Gainshare Gateway Review and Combined Authority Prospectus

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 November 2020
Lead Member:	Mayor James Palmer
From:	Paul Raynes, Director of Delivery & Strategy
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note that 72% of Devolution Deal Commitments have already been delivered or are in delivery, and agree to take six-monthly progress reports on Devolution Deal delivery in future,b) Approve the Locality Complementary Report at Appendix 2,c) Approve the Prospectus at Appendix 3.

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 Three years on from the Cambridgeshire and Peterborough Devolution Deal, this paper presents a review of delivery of the Deal, and seeks the Board's endorsement of the Locality Complementary Report which will be submitted to the Gateway Review of the Gainshare fund, and of a new of a new Combined Authority prospectus aimed at investors in our area.

2. Background

- 2.1 The purpose of the Combined Authority is to deliver growth and public sector reform in Cambridgeshire and Peterborough under the democratically-accountable leadership of the

Mayor and Board. Its core mandates are from the Devolution Deal that established it, and the manifesto commitments of the elected Mayor.

- 2.2 The Devolution Deal was signed between the councils of Cambridgeshire and Peterborough and the government in March 2017. The first Mayoral election took place in May 2017. The Combined Authority took its first budget decisions in July 2017.
- 2.3 The headline commitment, engaging all parties to the Devolution Deal, was to double the size of the Cambridgeshire and Peterborough economy over 25 years. That required an acceleration in growth compared to the trend of the previous decade. The Deal's 25 year programme included 71 specific commitments, some of which fell to the Combined Authority to deliver, some of which needed to be delivered by partners working together, and some of which required central government action. The government's contribution included an undertaking to provide a Gainshare fund of £20 million a year over the next 30 years.
- 2.4 Government-funded long term programmes are subject to Gateway Reviews which usually take place at five-year intervals. The Gainshare fund was committed by government to a number of Combined Authorities, Cambridgeshire and Peterborough has as a result been grouped with other areas in a cohort for review this year; that means that the review of Cambridgeshire and Peterborough's fund is based on only three and a half years of evidence, including the Authority's start-up period, rather than the usual five.
- 2.5 A core Devolution Deal commitment was to conduct an economic review to provide a robust evidence base for action. This was done through the Cambridgeshire and Peterborough Independent Economic Review (CPIER) whose report was adopted by the Combined Authority in November 2018 and reflected in a Growth Ambition Statement and subsequently in the Combined Authority's Business Plans.

Devolution Deal review

- 2.6 The Combined Authority Leaders requested an assessment of progress in delivering the 71 detailed commitments set out in the 30-year Devolution Deal programme. This is attached as Appendix 1.
- 2.7 On the evidence, we have been on track to over-deliver the core Devolution Deal commitment to double the size of the economy. Average annual growth in GVA for the previous three years has been 3.7%, against the implied Devolution Deal trajectory of 2.8% and the previous average of 2.5%. Cambridgeshire and Peterborough has delivered 43% of all recent GVA growth in the Oxford to Cambridge Arc, despite accounting for only 23% of the Arc's population. Progress against the trajectory has obviously been compromised this year by the COVID-19 economic shock. Recovering momentum is the key aim of the Combined Authority's Local Economic Recovery Strategy.
- 2.8 In terms of specific projects, the assessment shows that, of the 71 Devolution Deal commitments,
 - 51 (72%) have been implemented fully or in part already;
 - 5 have been varied, either by agreement among the parties, or by unilateral action by the government which has changed the policy context;

- 15 (21%) have yet to be delivered.

Among the 15 commitments that have yet to be implemented, action is with

- central government – nine commitments
- the Mayor – two commitments
- the Combined Authority and councils – one commitment
- the Combined Authority and local partners – three commitments.

- 2.9 It is recommended that further progress reports on the Deal be brought to the Combined Authority Board twice a year.

Gainshare Gateway Review Locality Complementary Report

- 2.10 The Combined Authority receives £20 million in Gainshare funding from central government each year. This is part of a government commitment over 30 years set out in the Devolution Deal. The grant is only one of the Combined Authority's funding streams, and forms part of the Cambridgeshire and Peterborough Single Investment Fund; it accounts for about 13% of the total CA budget. A Gateway Review should take place every 5 years to evaluate the grant; this is line with normal Whitehall evaluation arrangements.
- 2.11 The end of the first Gateway Review period will be reached in March 2021. Leaders will note that this is only 3 ½ years on from the point at which the Combined Authority first began to spend the gainshare grant. The timing is dictated by arrangements that involve Cambridgeshire and Peterborough being considered as part of a cohort alongside other combined authorities.
- 2.12 Independent consultants have been commissioned by the Ministry of Housing, Communities and Local Government (MHCLG) under a national contract to conduct an evaluation of the Gainshare grant across all Combined Authorities. Their work has been supported by CPCA officers. They have produced an evaluation report on Cambridgeshire and Peterborough's Gainshare grant for submission to the government.
- 2.13 The consultants' report will focus exclusively on the Gainshare grant. It is understood by MHCLG and the consultants that this raises a methodological challenge. Gainshare is used as part of a Single Pot approach. It is also intended to be used to build capacity. It cannot therefore be looked at in isolation (how do you evaluate a single funding stream's contribution to a project without evaluating the project as a whole?) Combined Authorities are therefore invited to submit a Complementary Report alongside the consultants' report, to set out the wider context in which Gainshare grant is being spent.
- 2.14 Combined Authority officers have produced the Complementary Report attached at Appendix 2. The Board is asked to agree that this should be submitted to the MHCLG review process.

Cambridgeshire and Peterborough Prospectus

- 2.15 The Prospectus attached at Appendix 3 has been developed to support the Mayor and Combined Authority in the promotion of our programmes and the wider growth agenda in our area with key stakeholders and partners including investors. The intention was to create

an exciting, engaging product which captured the approach of the Combined Authority in making the region a leading place in the world to live, learn and work. The prospectus articulates how Combined Authority schemes covering transport, housing and business and skills are interlinked, complementing and enhancing each other and underpinned by a sound evidence base and an integrated strategic framework.

- 2.16 This document describes the Combined Authority as 'open for business', encouraging partnerships across the public and private sectors to accelerate the delivery of a range of schemes. It aims to serve as a tool to help drive investment and support from government and its agencies, local government, businesses, investors, and other stakeholders influential in the delivery of key programmes.
- 2.17 A copy of the Prospectus is attached at Appendix 3 (paragraph 6.3).

3. Financial Implications

- 3.1 As set out in the main body of the paper, the devolution deal provides the Combined Authority with £20m per year of gainshare funding as part of a 30 year commitment. The continuation of this funding, which is made up of £8m per year of 'revenue' and £12m per year of 'capital' funds is subject to these 5 yearly gateway reviews.
- 3.2 The costs associated with the review are funded from within the monitoring and evaluation budget line.

4. Legal Implications

- 4.1 None

5. Other Significant Implications

- 5.1 None.

6. Appendices

- 6.1 Appendix 1 – Review of Devolution Deal projects
- 6.2 Appendix 2 – Locality Complementary Report
- 6.3 Appendix 3 – Prospectus. [Combined Authority Prospectus](#)
- 6.4 Accessible copies of appendices 1-3 available on request from Democratic.Services@cambridgeshirepeterborough-ca.gov.uk

7. Background Papers

7.1 Devolution Deal document {[Devolution Deal](#)}

Review of Devolution Deal commitments

No.	Action	Owner	Status				Comment
			Completed	In progress	Decision taken to vary /postpone	Not yet implemented	
Section A – Key Priorities and outcomes							
1	Double GVA over 25 years	Combined Authority		In progress			GVA growth (pre-COVID-19) is running ahead of the trajectory needed to deliver this target.
2	Develop key sectors for life sciences, IT technologies, creative and digital industries, clean tech, high-value engineering agri-business	Combined Authority		In progress			<p>The Local Industrial Strategy targets growth in key sectors and the Local Growth Fund has targeted funding to key sectors, including life sciences, advanced manufacturing, business growth and agri-tech. The new Local Economic Recovery Strategy expands the Combined Authority’s focus to also include sectors scarred by the COVID-19 economic shock.</p> <p>Since the Combined Authority’s launch, it has invested over £69,719,384 into its key sectors, which is forecast to create 49,833 jobs.</p>
3	Deliver 72,000 homes over 15 years	Constituent Authorities		In progress			Housing delivery was circa 3,800 a year when the Devolution Deal was signed and has risen to 5,000 a year, which is consistent with delivering this target. Local plans have allocated enough sites to meet this target. Combined Authority’s analysis shows that much more rapid housing delivery will be needed to support the aim of doubling GVA over 25 years.
4	Transform Public Sector delivery in health and social care, community safety and employment	Combined Authority, Central Government, Local Public Sector		In progress			Independent Commission on Public Sector Reform established, and report awaited. Discussions on a number on public service reform issues ongoing with local and national partners.
5	Match Skills need to the Business need	Combined Authority		In progress			Working with a variety of partners to implement our Skills Strategy, interventions include the University of Peterborough, Skills Brokerage, Apprenticeship Levy Pooling and Retraining Scheme pilot. In addition, the

							<p>devolved Adult Education Budget has now been localised and allocated based on analysis of local skills needs.</p> <p>The Skills Brokerage will link learners and those retraining for new jobs, to employers and skills providers to improve the supply of skills to our growth sectors, to provide 3,505 people with better skills for new jobs, including 1,600 apprenticeships.</p> <p>The university phase 1 teaching building will deliver 2,000 students by September 2022 and 10,000 new learners assisted (Levels 5 and 6 over five years).</p>
6	Provide world class connectivity to connect passengers	Combined Authority		In progress			<p>The Combined Authority are developing a range of projects to provide world class connectivity including the Cambridgeshire Autonomous Metro, the Bus Reform project, the new station that is under construction at Soham, a Business Case to restore the Wisbech/Cambridge link that has been submitted and the Combined Authority is about to take on direct responsibility for public transport. There are a total of 30 ambitious transport projects under way.</p>
Section B – Responsibilities devolved to the Mayor							
7	Transport budget	Combined Authority	Completed				Developed annually and presented to the Transport Committee regularly within the Medium-Term Financial Plan (MTFP) and to the Combined Authority Board for sign off every 6 months.
8	Single Asset Management Plan for maintenance of key route network and local authority highways	Combined Authority/ Cambridgeshire County Council / Peterborough City Council			Decision taken to vary		Passported maintenance arrangements adopted as an alternative. Currently passported to Cambridgeshire County Council and Peterborough City Council as Highways Authorities.
9	Deliver Local Transport Plan	Combined Authority	Completed				Delivered in January 2020
10	Deliver Smart ticketing scheme	Combined Authority		In progress			In preparation for novating bus service contracts in 2021, and a possible move to franchising, commercial discussions with technology providers are underway.

11	Create Transport Delivery body (Transport for Cambridgeshire and Peterborough)	Combined Authority / Cambridgeshire County Council / Peterborough City Council / Greater Cambridge Partnership			Decision taken to postpone		Leader discussions during 2018-19 based on reports commissioned from external consultants did not lead to consensus on a way forward.
12	Non-Statutory Strategic Framework	Combined Authority		In progress			Phase 1 of the Non-Statutory Strategic Framework was approved in 2018. Phase 2 is ongoing, with the project scope currently being reviewed in light of the Planning White Paper and establishment of the Cambridgeshire & Peterborough Independent Commission on Climate Change.
13	Develop a Land Commission with Government	Combined Authority / local partners / central government		In progress			The Combined Authority contributes towards the operating costs of the One Public Estate Cambridgeshire Board, that brings together public sector property managers in the area to identify opportunities for rationalisation/development opportunities. The Land Commission has not met recently and proposals for next steps will be brought forward soon. Government has not advanced any proposals for the Combined Authority Land Commission.
14	Establish and chair a Joint Assets Board for economic assets to review all land and property held by the public sector	Mayor / Combined Authority				Not yet implemented	The Joint Assets Board has yet not been established.
Section B - Additional legislative powers given to the Mayor							
15	Mayor may place a supplement on business rates	Mayor / Combined Authority				Not yet implemented	
16	Explore use of bus franchising (Bus Services Act (2017))	Combined Authority		In progress			The Combined Authority has made substantial progress on the Business Case for bus franchising and is close to the point where it can progress to Independent Audit as its next stage, as set out by the "Bus Services Act (2017)". The audit stage is being delayed by COVID-19 so innovative trial

							transport schemes are being brought forward to deliver improvements quickly.
Section C – Specific responsibilities of the Combined Authority							
17	£20 million per year to be invested into a Single Investment Fund	Combined Authority / central government	Completed				This is the Combined Authority's Gainshare Funding
18	£100 million housing fund	Combined Authority		In progress			Delivery of the housing programme is in progress, due to complete 31 st March 2022. As of November 2020, the Combined Authority had approved funding to provide 1,935 housing units towards the target of no less than 2,000 units. Also, 694 units had started on site and 237 units completed, with starts on site and new unit approvals accelerating quickly. To date, £94 million of capital has been allocated.
19	Adult education (19+) budget and provision	Combined Authority / Department for Education	Completed				<p>The Adult Education Budget has been devolved to the Combined Authority as per the Devolution Deal and a commissioning strategy developed by the Combined Authority that targets funding into specific places, sectors and types of learners that will better meet the needs of the economy and specifically inclusive growth.</p> <p>The Combined Authority administration of the Adult Education Budget will transform the destination of the learners, their progress and knowledge and skills development so that:</p> <ul style="list-style-type: none"> • More people move into employment especially in Peterborough and Fenlands where unemployment is highest • More people progress through employment • More people progress in learning and onto higher qualifications and Apprenticeships • More people access higher pay • More people socially self-confident and societally contributing • More employers have their skills needs met • More integrated communities with people

							learning new skills in adult education <ul style="list-style-type: none"> • More people with basic digital skills
20	Apprenticeship Grant for Employers	Combined Authority			Decision taken to vary		This scheme was brought forward and replaced in favour of a more powerful programme to create an Apprenticeship Levy Marketplace.
21	In collaboration with a Government initiative, develop a Business Case for an innovative pilot to support career and pay progression for those claiming Universal Credit	Combined Authority		In progress			The Cambridgeshire and Peterborough Combined Authority's Innovation Pilot Business Case was accepted by the Minister of State for Employment in 2017 and grant funding was received for the design, implementation, and delivery. This project is now referred to as the Health & Care Sector Work Academy project.
22	Develop an Assurance Framework in line with HM Treasury Green Book to ensure the gateway reviews are delivered successfully	Combined Authority	Completed				The updated and improved version of the Assurance Framework was published in November 2019.
Section D (A) – Specific commitments agreed by partners for the Mayor							
23	The Combined Authority will recognise the significance of; <ol style="list-style-type: none"> Ely Southern Bypass, the A14/A142 junction, upgrades to the A10, the A47 for east-west connectivity, key road junctions in Fenland, March railway 	Combined Authority	Completed				All are included within the Local Transport Plan that was published in February 2020.

	station, g) March key road junctions						
24	The Mayor will be a member of the LEP Board	Combined Authority	Completed				
Section D (B) – Specific commitments agreed by partners for the Local Enterprise Partnership (Business Board)							
25	Pool resources with Combined Authority to deliver a Strategic, Economic and Activity Plan	Combined Authority / Local Enterprise Partnership	Completed				Local Industrial Strategy and Skills Strategy Implementation are being utilised in partnership with Business Board and Combined Authority Board direction which has created a strong portfolio of investment activity. This has now been further adapted through the Combined Authority's Local Economic Recovery Strategy.
26	Develop a fiscal plan - develop new models of public/private infrastructure funding to provide a firm basis for delivery of major and priority schemes	Combined Authority / Constituent Councils / Local Enterprise Partnership		In progress			The Local Growth Fund has been targeted through a Local Growth Prospectus and its criteria to leverage both private sector investment plus other streams of Public funding including Careers Enterprise Company, Business Economy and Industrial Strategy (BEIS), European Regional Development Fund (ERDF), European Social Fund (ESF), Combined Authority staffing and Gainshare funding. In addition, Land Value Capture is under consideration through the Cambridgeshire Autonomous Metro project and an innovative revolving loan fund for affordable housing has been developed.
27	Arrangements with other areas that represent the recognised economic growth opportunities, including Bedfordshire, Hertfordshire, Lincolnshire, Northamptonshire, Rutland and Essex	Combined Authority/ Local Enterprise Partnership		In progress			The Combined Authority has been an active contributor to the OxCam Arc strategy and has played a leading role in the development of the Arc Investment Prospectus. Strategic Partnering Agreements on funding and priorities have been entered into with Rutland, Lincolnshire, and Hertfordshire councils. We are observer members of England's Economic Heartland and we engage regularly with Midlands Connect and Transport for the East. Business Board partnering strategy is also underway.
28	Deliver the Enterprise Zones	Local Enterprise Partnership	Completed				Alconbury and Cambridge Compass Enterprise Zones have been set up. Business rate discount incentives come to an end on 31 March 2021, so work continues in reviewing

							future incentives with delivery partners and Government.
29	Deliver a strong Growth Hub (Signpost 2 Grow)	Local Enterprise Partnership		In progress			<p>Meeting the strategic growth ambition set out in the Local Industrial Strategy (LIS) has led us to look at our existing Growth Hub Service, its future potential and how we best align it to deliver on the intent of the LIS. Our new Business Growth Service (BGS) is due for launch in Autumn 2020 which leverages new funding to give an increase in resources and jobs growth outcomes.</p> <p>Growth Coaching Service within BGS will engage and support our highest potential firms to speed their growth, build their capacity for growth, sustain their period of growth, or all three, and this will create 3,498 jobs.</p> <p>A Capital Growth Investment Fund that complements the growth coaching that firms are provided with, will offer an integrated range of grants, loans and equity products unavailable commercially, to create a further 1,500 jobs.</p>
30	Develop a Joint Export Plan with UKTI	Central Government			Decision taken to vary		<p>Government policy for delivering trade promotion changed. The Department for International Trade published a new Export Strategy in September 2020 and the Combined Authority are negotiating a local delivery plan for it with Officials.</p> <p>Already, the Combined Authority has launched a new 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; this will create 1,328 jobs.</p>
31	Work with Government to deliver the Better Business For All (BBFA) programme	Local Enterprise Partnership / Central Government		In progress			BBFA has been put on hold during COVID-19, however, cross referrals have still been happening between us, and best practice is shared between the departments and local authorities on a weekly basis. The Growth Hub is seen as a leader on this programme due to our networking and visibility within the region.

32	Revise local skills strategies to deliver the 16+ Area Reviews	Combined Authority	Completed				<p>A review of 16+ provision was included within the Combined Authority's 2018 Skills Strategy, written in consultation with in total 300 individuals and organisations. The strategy is a blueprint for designing and applying skills policies that makes the most of the region's workforce and for maximising the skills of its residents to drive up productivity, enable economic growth and support social inclusion.</p> <p>The Combined Authority's new Skills Brokerage includes Careers Advice for all school leavers through its partnership with the Careers Enterprise Company (CEC). The Mayor met the CEO of the CEC in October to align local Combined Authority delivery strategy with national CEC strategy.</p> <p>On the 29th September 2020, the Prime Minister announced a "lifetime skill guarantee" which would offer a fully funded level 3 qualification for those aged over 18 in England without an A-level or equivalent qualification. This guarantee will be funded via the National Skills Fund.</p> <p>Whilst both are still at policy stage, the Combined Authority along with the other seven Mayoral Combined Authorities (MCAs) are developing a detailed Business Case for devolved budgets of both the National Skills Fund and the Further Education Capital Upgrade fund to allow for greater localised control and maximised outputs that meet the labour market requirements of the Cambridgeshire and Peterborough region. Initial discussions have taken place between some MCAs and the Department for Education on how this might work but have yet to provide detail.</p>
Section D (C) – Specific commitments agreed by partners for Constituent Councils							
33	£70 million for 5 years to be invested in Cambridge housing market	Cambridge City Council		In progress			Delivery of the £70m housing fund continues and is due to complete by 31 st March 2022. As of November 2020, 293 units (net new) had started on site and the programme route to deliver no less than 500 units has been identified.
34	Local authorities to bring forward non-statutory	Constituent Authorities				Not yet implemented	

	strategic infrastructure delivery plans to support the Combined Authority housing and transport delivery plans with funding proposals						
35	Proposals for a second Devolution Deal for Cambridgeshire and Peterborough – Identifying additional areas for transfer of powers and funding that will further unlock economic growth	Local partners				Not yet implemented	The proposals in the Devolution White Paper (currently unknown) are expected to propose further powers and functions for Mayoral Combined Authorities.
36	All Local Plans to be published by 2017 and reflect housing need	Constituent Authorities	Completed				All Districts had Local Plans in place in 2017, with a number of reviews in progress.
37	Local authorities, the Clinical Commissioning Group, service providers, with support from Government, NHS England and other national partners as appropriate, will support Sustainability and Transformation Planning for moving progressively towards integration of health and social care	Local and national partners	Completed				Non-Combined Authority partners have worked together in the Sustainability and Transformation Partnership (STP). The Combined Authority has worked with the STP on public service reform issues.
38	GPS pilot participation	Cambridgeshire County Council	Completed				Cambridgeshire was chosen as one of the pilot areas in a study that was published in 2019
Section D (D) – Specific commitments agreed by partners for the Government							

39	Government to work with the Combined Authorities to influence design of Local government Finance System including Localisation of business rates	Central government				Not yet implemented by Government	Central government's proposals on business rate reform have not progressed
40	Government to co-invest in housing and infrastructure to unlock growth	Central government	Completed				Combined Authority's programmes include central government funding for housing and infrastructure. Further collaborations are continually under discussion.
41	The Mayor will exercise strategic planning powers to support and accelerate these ambitions to create Mayoral Development Corporations with planning and land assembly powers to deliver strategic sites	Central government / Combined Authority				Not yet implemented by Government	Government have yet to devolve strategic planning powers to the Mayor.
42	Government commits to work with the Combined Authority to upgrade the digital network	Central government / Combined Authority	Completed				Department for Digital, Culture, Media and Sport a co-funder of elements of the digital infrastructure programme.
43	With Government, form an Education Committee with the Regional Schools Commissioner and other key local education stakeholders	Central government / Combined Authority / Local partners				Not yet implemented	/
44	Combined Authority to work with Government to deliver Ely North Junction scheme area	Combined Authority / Network Rail		In progress			We have been one of three funding organisations with a contribution of the Strategic Outline Business Case. This activity is now being superseded by development of an Outline Business Case funded solely by Department for

	capacity improvements with a commitment for Network Rail to commence work 2019-2024						Transport. We have and continue to be members of the Ely Area Capacity Enhancement Task Force group and the Project Board.
45	Propose improvements to the Thameslink Great Northern Franchise, and improvements to create a parkway station for Peterborough at Whittlesea as part of the Government's proposals to upgrade the network	Combined Authority		In progress			Thameslink Great Northern are not the franchise tenant for Whittlesea. Greater Anglia (GA) are the franchise tenant for Whittlesea and we have worked closely with them and Fenland District Council (FDC) to bring station improvements in the form of shelters, lighting and ticket machines which have been delivered. We are also engaging with FDC and GA in relation to carparking improvements which are in design currently. In addition, there are ongoing discussions around improved stopping services at Whittlesea with Cross Country Trains.
46	Working with government, to explore a more integrated pathway of service delivery for the causes of offending behaviour early to reduce the use of courts and prisons	Combined Authority / central government				Not yet implemented	
47	Work with Department for Work and Pensions to co-design new National Work and Health Programme	Central government				Not yet implemented by Government	Department for Work and Pensions did not develop this programme
48	Work with Government and Greater Cambridge partners to support delivery of the existing Greater Cambridge City Deal	Combined Authority / Greater Cambridge Partnership		In progress			Continued engagement with Greater Cambridge Partnership (GCP) on the Greater Cambridge City Deal. The Mayor is to join the GCP Board and the One-CAM project is to join up GCP and Combined Authority activity on transport connectivity.

49	Joint responsibility with government and the single Employment and Skills Board covering the Cambridgeshire and Peterborough Combined Authority and the Norfolk and Suffolk Combined Authority to co-design the new National Work and Health Programme	Central government / Combined Authority				Not yet implemented by Government	There is no Norfolk and Suffolk Combined Authority.
Section D (E) – Specific commitments agreed by partners for the Combined Authority							
50	Housing business plan agreed with Government for the delivery of 29,000 homes 2016-2021 and 72,000 homes over the period of Local Plans	Combined Authority	Completed				Housing business plan for affordable homes agreed in March 2017 at first meeting of the Combined Authority. The Housing business plan was prepared and agreed with government in early 2018 to support the delivery of additional new homes. This sits alongside the Local Transport Plan to set the context for enabling transport delivery. The Combined Authority Housing Strategy was approved by its board in September 2018.
51	Support for the regeneration of Peterborough City Centre	Combined Authority		In progress			Action on Peterborough University and the Station Quarter is on-going, along with many Transport projects enabling greater connectivity.
52	Develop and fund plans for University Centre Peterborough to attain Taught Degree Awarding Powers by 2019	Combined Authority	Completed				The university phase 1 teaching building will deliver 2,000 students by September 2022 and 10,000 new learners assisted (Levels 5 and 6 over five years). The academic delivery partner for the university, Anglican Ruskin University are able to provide Taught Degree Awarding Powers immediately and are contracted to develop independent Taught Degree Awarding Powers by 2029.
53	Work with local partners to consider how best to	Combined Authority / Local partners				Not yet implemented	Proposals for a STB are being pursued by England's Economic Heartland. This is being explored as part of the Ox-cam Arc proposals.

	establish a Sub-national Transport Body (STB)						
54	Reopen Soham Railway Station	Combined Authority		In progress			Construction of the new station began in September 2020.
55	Soham double tracking - Reinstating the loop known as the Newmarket Curve (in the context of a potential bid of Local Growth Funds)	Combined Authority		In progress			Discussions have led to the establishment of the Soham Area Capacity Enhancements project with Network Rail, which is currently forming and provision for the Newmarket Curve/Snailwell Loop has been made in the latest MTFP.
56	Propose transport links to Wyton Airfield	Combined Authority	Completed				The A141 Huntingdon Capacity project and Strategic Outline Business Case included in the scope proposals for transport links to Wyton Airfield.
57	Propose economic growth for St. Neots market town	Combined Authority	Completed				Proposals were included within the St Neots Market Town Masterplan and £4.1m has been allocated for a range of projects within the Masterplan
58	Develop proposals for ambitious reforms in planning services that can streamline the process and accelerate decision making	Combined Authority / Local partners				Not yet implemented	
59	Explore the introduction of an Apprenticeship Training Agency	Combined Authority			Decision taken to vary		Pursued through Levy Pooling. The Skills Brokerage and Apprenticeship Levy Pooling marketplace will combine to deliver the same impact as an Apprenticeship Training Agency but in a leaner and more employer-led manner. The new capability will harness £10 million per annum of apprenticeship funding to create 1,800 additional apprenticeships over the next 3 years
60	Support Youth Obligation through links with businesses, and work with Government in supporting Jobcentre Plus in the delivery of	Combined Authority		In progress			The Combined Authority's new Skills Brokerage includes Careers Advice for all school leavers through its partnership with the Careers Enterprise Company (CEC). The Mayor met the CEO of the CEC in October to align local Combined Authority delivery strategy with the national CEC strategy. This includes introducing employers into schools to inspire and guide young people into career

	the Youth Obligation from April 2017						pathways. Skills Brokers link with Job Centre Plus to identify unemployed talent to match people to employer skills needs and further education and training.
61	Work on proposals for a potential new garden town settlement in Fenland, based on gardentown principles	Combined Authority / Fenland District Council		In progress			Combined Authority funding provided for the development of Wisbech Garden Town proposals. Combined Authority supported Fenland's work on the Garden Town and developed associated transport infrastructure to support the proposal, including A47 Dualling and Wisbech Rail. The Combined Authority has purchased data from the land registry and commissioned Cambridgeshire County colleagues to produce plans and schedule land interests within the area proposed to accommodate the garden town. This work is a fundamental aspect of understanding land ownership and potential delivery constraints to enable project planning.
62	Work on proposals for improved A47 road for East-West connectivity	Combined Authority	Completed				A47 Dualling project SOBC and PCF0 are complete. Highways England RIS 2 and Delivery Plan did not include the A47 Dualling, however, engagement with Highways England has been constructive. As a result, Highways England have agreed to take forward renewed work on the A47 with a view to reconsidering its inclusion in the Road Investment Strategy programme.
63	Work on proposals for a potential railway (Wisbech to Cambridge line)	Combined Authority	Completed				Wisbech Rail General Road Infrastructure Projects (GRIP) 3b and the Business Case are under discussion with the Department for Transport (DfT). The Combined Authority are working with DfT on a two train per hour service direct from Wisbech to Cambridge, which will provide the optimum economic benefits for the area.
64	Work on proposals for a new Community Land Trust Scheme in East Cambridgeshire (Kennett 500 – 1,000 new homes)	Combined Authority	Completed				Outline planning permission has been secured for 500 homes (decision issued 15 April 2020). The Combined Authority is continuing to work with both Kennett Community Land Trust and the developers (Palace Green Homes) to prepare for construction, including supporting a funding solution. Preparatory work on site is due to begin in 2021.

65	Work on proposals for a third river crossing	Combined Authority	Completed				This proposal was included within the scope of the A141 Huntingdon Capacity Enhancement Strategic Outline Business Case.
66	Work on proposals for a western road link and new south access road for Wisbech	Combined Authority		In progress			The Wisbech Access Strategy scheme is being delivered. Detailed design is underway, land acquisition negotiations are taking place, and the Combined Authority are working closely with Highways England to deliver the sites affecting their network.
67	Work with Community Land Trusts to deliver new schemes	Combined Authority		In progress			A Community Land Trust (CLT) team has been established within the Combined Authority. The CLT project involves active engagement with over 20 CLTs in the Cambridgeshire and Peterborough area. There are currently 129 CLT Housing units started on site, 521 units with planning approval secured and 200 units to shortly go in for planning.
68	Stronger partnership and strategic decision-making arrangements with Homes England	Combined Authority		In progress			Partnership discussions with Homes England continue at a number of levels, both strategically and at the level of individual projects.
69	Work with the Regional School Commissioner and relevant local authorities to consider specific issues arising from the Area Reviews, for sixth form provision	Regional School Commissioner / Peterborough City Council / Cambridgeshire County Council / Combined Authority				Not yet implemented by Government	Department for Education did not engage the Combined Authority in Area Reviews, as the process was considerably advanced by the time the Combined Authority was established in March 2017. The last of the Area Reviews were concluded in August 2017.
70	Cambridgeshire, Norfolk, Peterborough and Suffolk Joint Committee	Combined Authority / Norfolk and Suffolk				Not yet implemented by Government	A joint committee was proposed to link the two Combined Authorities of Cambridgeshire & Peterborough and Norfolk & Suffolk. As the Norfolk & Suffolk Combined Authority did not proceed, this obligation fell away.
71	Work with Government to investigate the potential for Social	Central government / local partners				Not yet implemented	Social investment is no longer a government policy priority.

	Investment, in particularly Social Impact Bonds					by Government	
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Table analysis

Total initiatives	71
Total in progress /completed by the Combined Authority	51
Not yet implemented by Government	7
Not yet implemented by the Combined Authority / Partners	8
Decision taken to vary / postpone	5

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY GAINSHARE INVESTMENT FUND REVIEW

LOCALITY COMPLEMENTARY REPORT



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR



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1. Mayoral Introduction



Progress above process. From its inception, the Combined Authority has set out to challenge and disrupt, seeking new ways to spark the lasting change through which Cambridgeshire & Peterborough will continue flying the flag for Britain as one of the world's most dynamic and future-facing areas to live, learn, and do business.

The Combined Authority's vision is simple: double the size of our local economy in 25 years, spread the benefit across our three sub-geographies, and keep our region's enormous contribution rolling into the UK bank account.

Our objective is to deliver good growth at pace: to lead and catalyse change, joining up all parts of our area with the road, rail and digital connectivity through which commercial and social life can evolve to share prosperity ever more widely.

No more weak links and nobody left behind. Levelling up means a region moving forward together. But it's not just about vision. It is about delivery. And it's about results. As I hope this report - and the Gainshare Evaluation it complements - both demonstrate, we have projects coming out of the ground and a range of transformational schemes shovel-ready and primed for investment.

But just as we push through projects that deliver a quick return to funders, and visible benefits to the public, we also dare to plan the bold long-term projects whose delivery will span years, investing in the region's future as a world-class UK flagship and, by doing so, inspiring confidence in it.

With projects like the Cambridgeshire Autonomous Metro, we forge the big ambitious framework necessary to keep our area punching above its weight far into the future. Peterborough and Cambridge are two of the UK's five fastest growing cities and it's vital that we ensure their growth is green, people-centred, and creates the momentum to carry their local market towns and villages forward with them.

Our attitude is can-do and innovative, breaking moulds and working smart. Every day we demonstrate that imaginative public and private local partnerships, mixed-income streams, and fresh thinking deliver advances in affordable housing, greener transport, and digital connectivity that were impossible under the more ponderous systems of old.

Boil it down, and the Combined Authority is about local democracy in action, and proud to have a directly-elected Mayor, accountable to the community for getting the right work done, at the right speed, for the right price. We welcome scrutiny, we are committed to engagement and the monitoring and evaluation that assures community and investors alike that they are receiving best value and best quality for every penny spent.

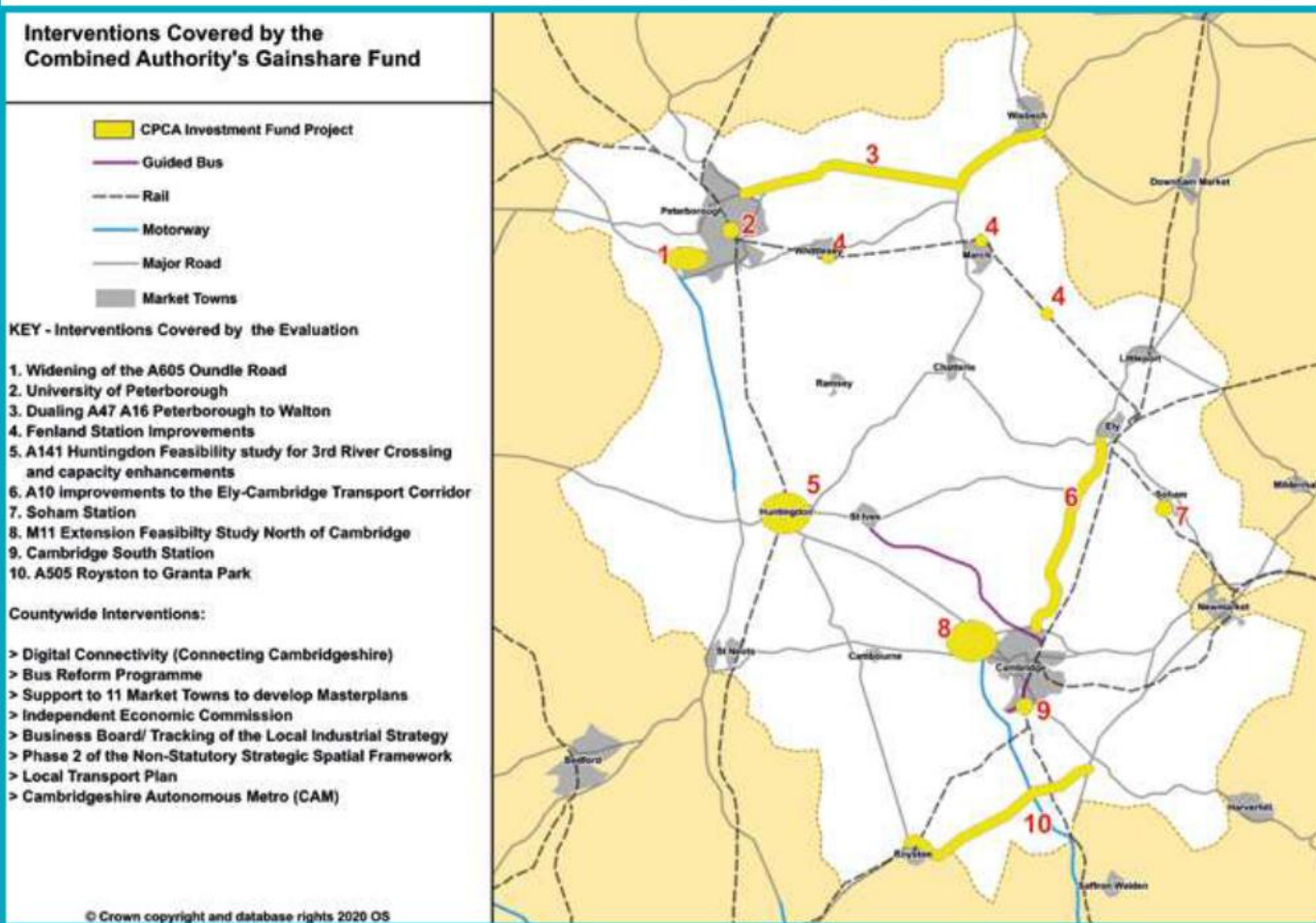
We are committed to delivery and delivering the vision.

Mayor James Palmer



2. The Context

This complementary report has been provided by the Cambridgeshire & Peterborough Combined Authority to accompany the independent evaluation of its £20 million per year Gainshare funding at the first Gateway Review, carried out by SQW Ltd.



The aims of this report are:

A. To provide evidence of progress on Gainshare / Investment interventions

B. To provide early evidence of the impact of Gainshare / Investment interventions

C. To provide evidence of capacity development and partnership working within Cambridgeshire & Peterborough

D. To provide an overview of economic performance for the Combined Authority Area



The Context

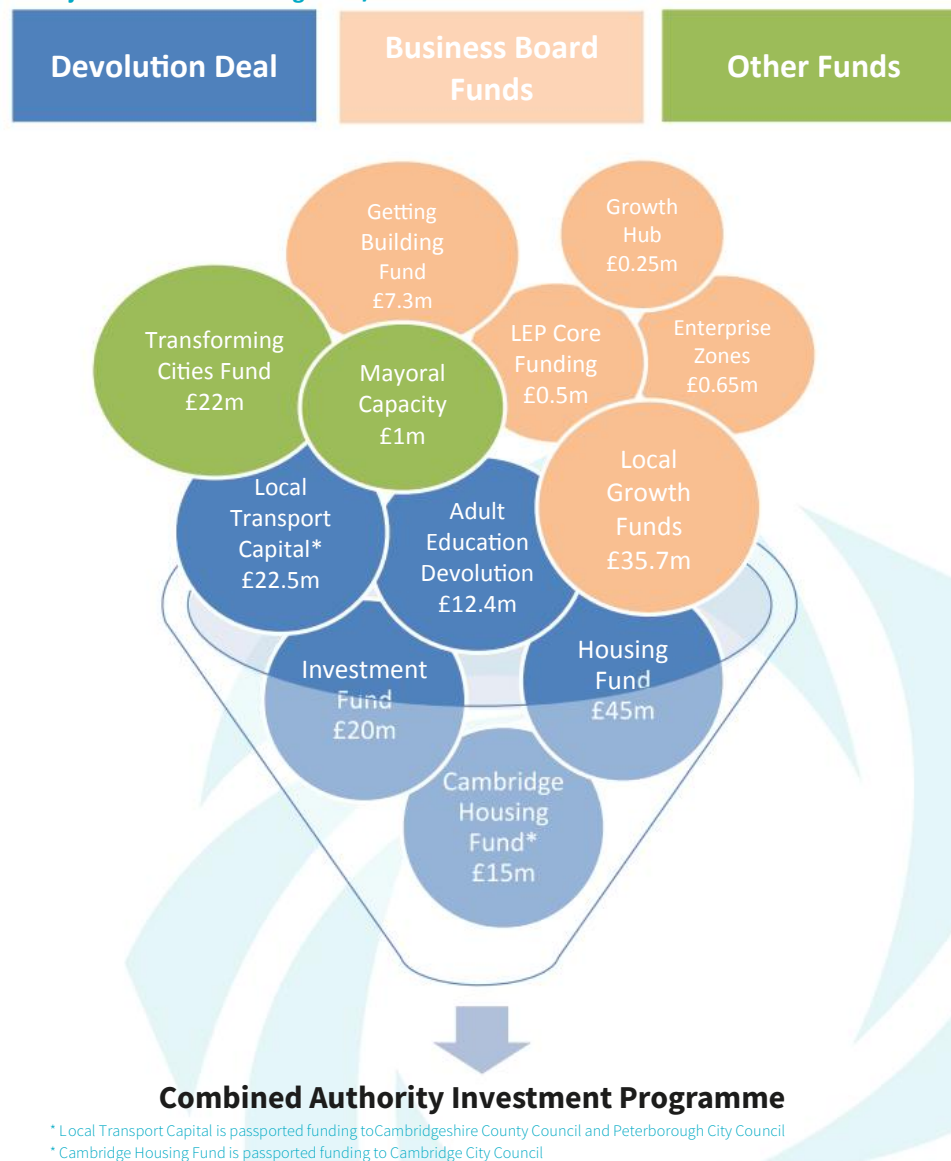
Gainshare is the Combined Authority's core source of capacity funding, and forms part of the wider "single pot" funding (Gainshare accounts for about 13% of the Combined Authority's total budget). This particular funding stream supports a very wide range of Combined Authority projects and is usually allocated alongside other funding – although the Gateway Review team has identified a set of Gainshare funded projects to look at, the Combined Authority does not categorise its projects in that way.

A Gateway Review is normally held every five years and looks at whether a publicly-funded programme is achieving what it is intended to. The Gainshare fund has been committed by Government to a number of Combined Authorities and the first Gateway falls this financial year. In this case, the Combined Authority was set up as a new organisation in the spring of 2017 and did not begin to spend public money until July of that year. The current review therefore only focuses on just less than three years of evidence, which is just over half the usual time span.

The bold, innovative investment agenda through which the Combined Authority is meeting its commitments under the Devolution Deal is founded on a sound evidence base and a robust strategic and governance framework. The Cambridgeshire and Peterborough Independent Economic Review (CPIER), commissioned by the Combined Authority, has been instrumental in informing the approach to levelling up the region.

The Combined Authority's Growth Ambition Statement set out the response to the CPIER's recommendations. Interlocking strategies on transport, industry, housing, skills and spatial planning have been developed, laying the foundations for a focussed to-do list of innovative priority projects embedded in a concise, budgeted business plan. As part of that process, the Combined Authority sharpened its focus; the overall tally of projects being pursued was reduced from over 100 to roughly half that number, and a core list of Key Projects was adopted. Originally set at 12, there are now 18 Key Projects listed in the 2020-21 Business Plan.

Cambridgeshire & Peterborough Combined Authority – Major Sources of Funding 2020/21



Devolution Deal

The Cambridgeshire & Peterborough Combined Authority was set up under a Devolution Deal with the Government in 2017. The main plank of the Devolution Deal was a commitment to double the size of Cambridgeshire and Peterborough's economy over 25 years. The Deal also referenced over 40 specific commitments to projects, some of them very long term. At the date of this report, the Combined Authority is one-tenth of the way into its 25 year growth programme.

The Combined Authority is made up of the Leaders of the County, Unitary and District councils of the area; The Police and Crime Commissioner, the Chair of the Fire and Rescue Authority, and a representative of the NHS attend its meetings as well. The Combined Authority is chaired by an elected Mayor, James Palmer, who has a direct mandate from voters and stood on a manifesto that also committed the Combined Authority to projects and policies. It also incorporates the Business Board, which has the functions of a Local Enterprise Partnership.

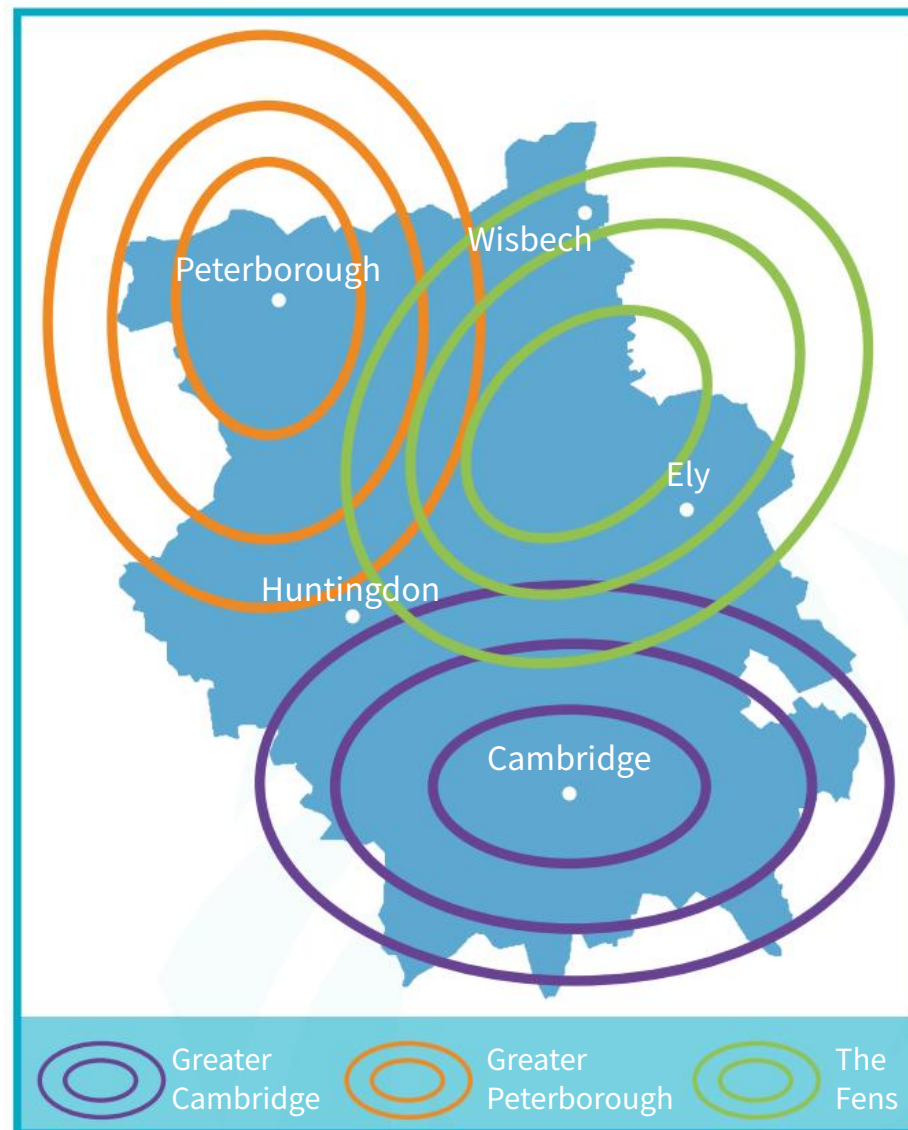


CPIER Report

One of the first Devolution Deal commitments to be implemented was the establishment of the Cambridgeshire and Peterborough Independent Economic Review (CPIER), which was chaired by Dame Kate Barker. The review engaged with a significant range of partners from Business, Education, Government and the Voluntary Sector and provided a sound evidence based to inform the Combined Authority's investment decisions.

- The CPIER identified three specific sub-geographies for the area, each with their own strengths, challenges and opportunities: The Fens, Peterborough sub-region and the Cambridge sub-region.
- The Combined Authority was identified as having significant responsibility in curating and supporting such a vital contributor to the UK's general economic well-being.
- For Greater Cambridge the challenge was to meet the demands for growth as well as solving the sustainability problems for housing and transport that rapid growth was creating.
- Peterborough was identified as a thriving heartland city but issues of inequality and low productivity needed to be addressed based around a significant skills gap for part of the population.
- The challenge for the Fens was to level up economic inequality by greatly improving connectivity. The workforce also needed to be supported to take advantage of the increasing emphasis on science and engineering including within the agricultural production sector.

Our three economic geographies



CPIER Report

Greater Peterborough

The CPIER identified significant growth potential for the City of Peterborough but also raised concerns about the relatively low level of skills in the workforce.

However, Peterborough is the UK's fourth fastest-growing city in terms of population and posted GVA growth of a phenomenal 11.4% in 2017-18. Peterborough is spearheading clean growth and has more electric cars per head than any other UK city. Peterborough is well connected, serving as a key hub between the East and the Midlands, and hence its transport and logistics economy is strong. Amazon and Tesco are among firms to locate distribution centres here. 20% of Peterborough's turnover also comes from high-tech manufacturing.

In response to the CPIER the Combined Authority has invested in a new University for the city and accelerated its opening to 2022. Devolved responsibility for the Adult Education Budget (AEB) has enabled the Combined Authority to tender adult education with local providers and focus on the skills needed specifically for the Peterborough sub-economy.



The Fens

Significant infrastructure investment was identified as being required within the Fenland area to improve connectivity and address historic inequalities in economic development.

The area contains 50% of the UK's very best Grade 1 agricultural land. This natural asset is augmented with a cluster of pioneering Agri-Tech, science and nutrition enterprises working in partnerships with farmers and growers. The future of UK and global food production is being nurtured in the Fens and nearly 18% of employee jobs are in the manufacturing sector (compared to 8% for the UK as a whole). Of 460 new apprenticeships started in Fenland 20% were in Engineering and Manufacturing Technologies. Fenland has particular strengths in metal fabrication and precision engineering with firms such as Stainless Metalcraft.

The Combined Authority has since played a significant role in championing future investment for Fenland with initiatives such as Wisbech Rail, Wisbech Access, regeneration of Fenland Railway Stations, A47 Dual Carriageway, Wisbech Garden Town and the Market Town Master Plan Initiative.



CPIER Report

Greater Cambridge

The CPIER focused on the globally significant knowledge intensive industries within the Greater Cambridge sub-region. The economy has a network of high-tech industry powered by talented, enterprising people. Bioscience, AI, robotics, software, automation and big data are all well-known areas for expertise.

Many global leaders in science and technology have Cambridge-based operations. Homegrown enterprise is also very strong, where indigenous companies have higher growth rates than average. Cambridge start up ARM for example, founded in 1999, sold for £31 billion to Softbank in 2016. This process of agglomeration, where knowledge intensive businesses and entrepreneurs gather together in clusters, has resulted in a multiplier effect which powered the economy forward. Between 2000 and 2017, ONS figures show the turnover of the city's science and biotech sector has grown from £9.3 billion to £34 billion.

The CPIER recommended that transport infrastructure investment was crucial to ensuring Greater Cambridge's sustainability and global competitiveness. The Combined Authority has made investments in the Cambridge Autonomous Metro (CAM), Cambridge South Station and the A10, as well as focusing on delivering sufficient new build housing to meet the needs of all sections of the workforce.



Sectoral growth

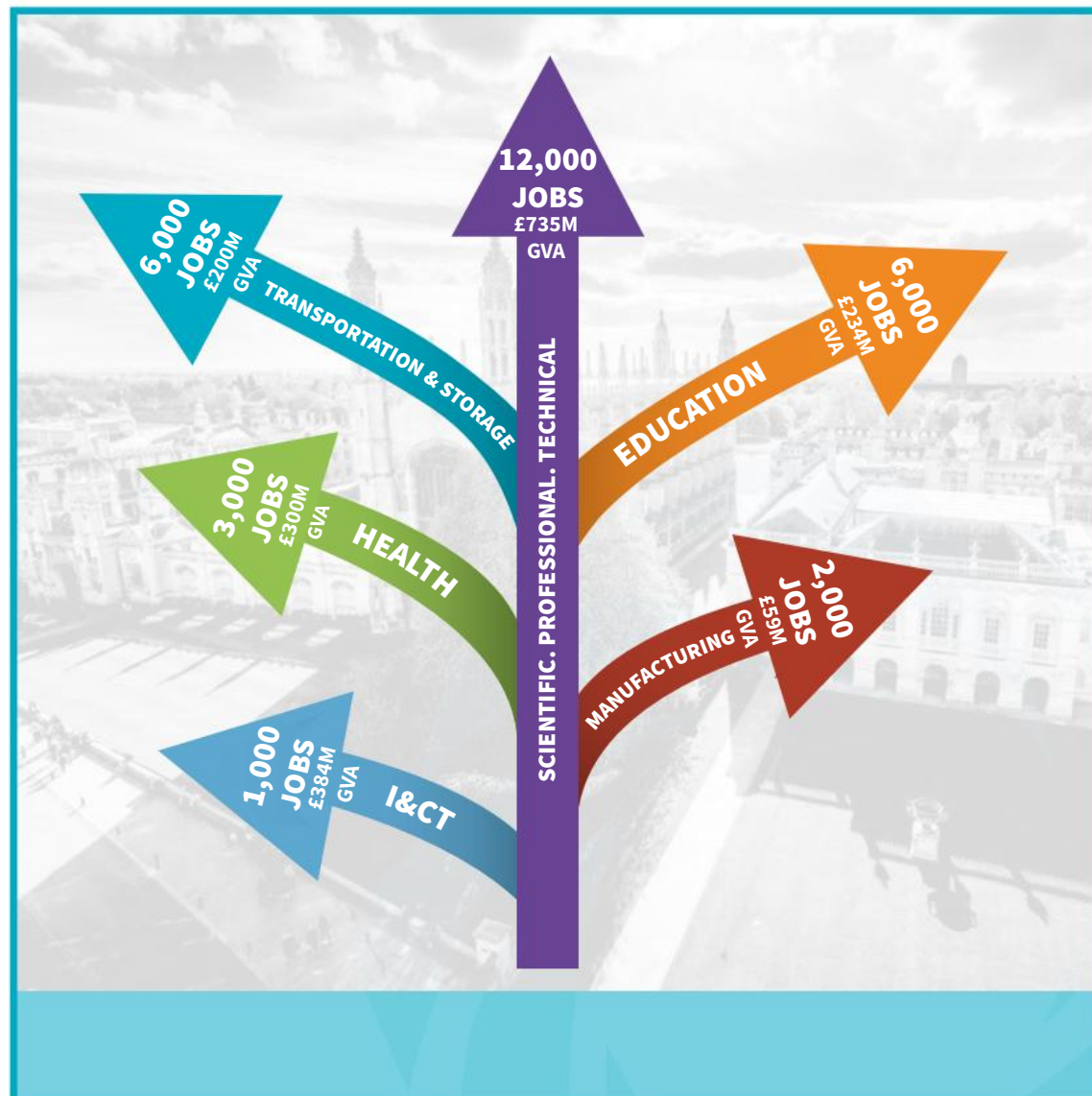
High growth in knowledge intensive industries

The Combined Authority recognises its responsibility for enhancing the growth of the Cambridge sub-region and its world-leading knowledge intensive industries. Currently employment growth of Cambridge-based companies continues at very high levels, despite the political and economic uncertainties of the debates about EU Transition. In the 12 months to April 2019, turnover rose by 7.2% and employment by 5.6% (figures for 2018 were 8.7% and 4.0% respectively).

Sectorally, the growth of employment in the knowledge intensive sectors has been marked, with employment up 8.8% (to April 2019), compared to 4.8% the previous year, taking the total number of people employed by the 5,148 Cambridge-based technology companies to over 69,000.

Comparing GVA and employment growth, the Professional, Scientific and Technical sector of the economy has been the top performer in terms of growth over the last three years, adding an additional £735 million in GVA to the UK Economy. Information and Communications Technology growth added an additional £384 million per year whilst Education added £300 million.

Jobs Growth, Greater Cambridge. Source: ONS 2019



Our performance

Accelerating growth

Growth targets are being exceeded

Prior to the COVID-19 crisis the Combined Authority was exceeding its growth target and was one of the leading performers for economic growth amongst all Devolution Deal areas.

For the previous two years, ONS have reported GVA growth for the Combined Authority of over 4% annually (compared to a target of 2.8%). To put this performance into context, the Combined Authority economy today is now £831 million larger compared to the baseline growth trajectory. Over 26,000 jobs have been created during this time.

It should be noted that since the COVID-19 crisis there are approximately 16,000 more people claiming unemployment related benefits. The government jobs retention scheme has protected a further 100,000+ jobs in the region to date.

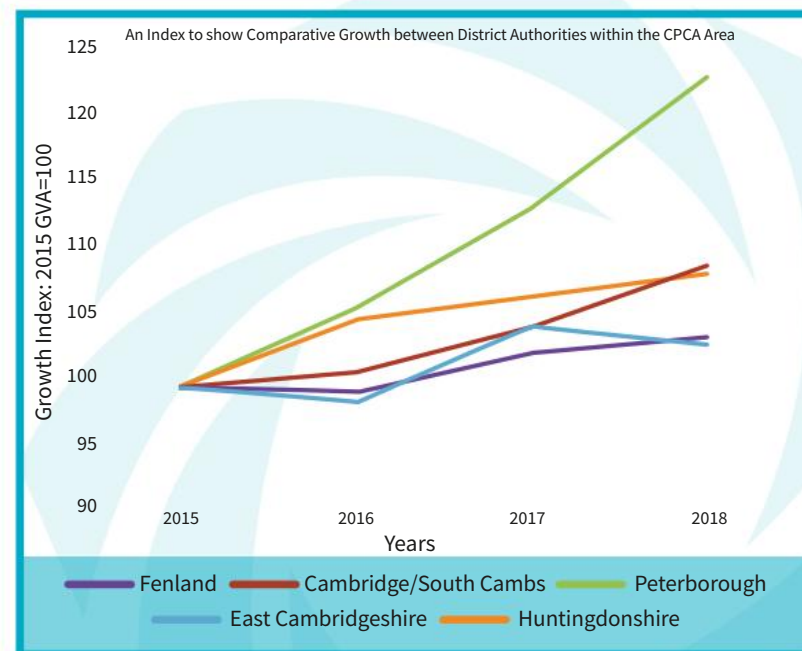
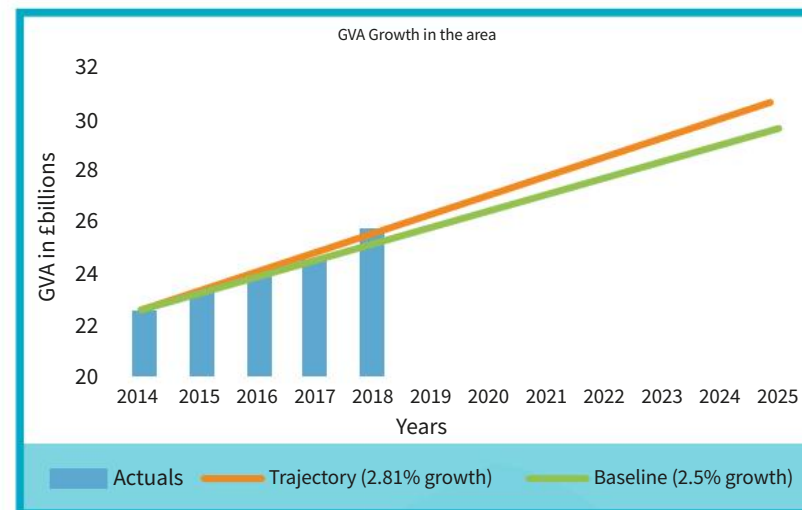
Inclusive growth

Left behind areas of the region are benefiting from growth

Part of the Combined Authority remit is to 'level up' areas of the region that have relatively high levels of deprivation including Peterborough and Fenland.

Peterborough has seen the fastest growth rate in GVA compared to all other areas within the Combined Authority and this recent growth has brought an additional 14,000 jobs (since 2014). Further positive signs regarding the inclusivity of growth for Peterborough pre-COVID-19 was the unemployment related benefits rate dipping below that of the UK for the period 2016 – 2018, the first time this has happened in 13 years.

Fenland has significant infrastructure challenges to overcome. However, its five-year growth rate of 14.9% (2013– 2018) has been significantly better than the 1.6% and 7.6% from the previous two five-year periods. Although these early signs are positive, in both cases it will take time for investment by the Combined Authority to have an impact on the material measures of deprivation; local experience with improvement to parts of Huntingdon (kick-started by single regeneration budget investment in 1998) point to a 20-year time scale for measurable change.



Planning for success-key strategic documents

“Our biggest risk is failure to deliver. That’s why we have been working so hard on laying strategic, evidenced-based foundations, building robust assurance and monitoring frameworks, and setting out clear, balanced budgets. We now have a phenomenal range of schemes either being built or advanced to the ‘shovel ready’ phase. It’s hugely exciting.”

-Mayor James Palmer.



[The Local Transport Plan \(2020\)](#) details the delivery of a world-class transport network that supports sustainable growth and opportunity for all. It describes the projects that the Combined Authority and its partners deliver and how, and it sets out the vision, goals and objectives that define how transport will support the Combined Authority’s Growth Ambition, and our approach to meeting these objectives.

[The Non-Statutory Spatial Framework \(2018\)](#) detailed how more than 90,000 new jobs and 100,000 new homes described in Local Plans could be supported via a spatial strategy. The framework is about how strategic planning can shape growth to make the economy more inclusive and sustainable, while strengthening communities and enhancing quality of life. Phase 2 will build further on that work to shape growth to 2050 and beyond.

[The Local Industrial Strategy \(2019\)](#) sets out how Cambridgeshire and Peterborough will maximise the economy’s strengths and remove barriers that remain to ensure the economy is fit for tomorrow’s world. The strategy identifies our ambitions to expand and build upon the clusters and networks that have enabled Greater Cambridge to become a global leader in innovative growth and it looks at how we can increase sustainability and broaden the base of local economic growth thereby improving the long-term capacity for growth in our economic geographies by supporting the foundations of productivity.

[The Housing Strategy \(2018\)](#) represents a new, ambitious and flexible approach to accelerating building rates and making homes more affordable in order to help tackle the severe shortage of housing of all types across Cambridgeshire and Peterborough. The Housing Strategy will enable the Combined Authority to meet its ambition to deliver 100,000 additional homes and 40,000 affordable homes by 2037 and help to address the affordability of housing, particularly for key workers, first-time buyers and those in low and medium paid employment, who cannot easily access the home ownership market.

[The Skills Strategy \(2018\)](#) is a blueprint for designing and applying skills policies that makes the most of the region’s workforce and maximising the skills of its residents to drive up productivity, enable economic growth and support social inclusion.

Partnership

Working together to deliver:

Early consensus building through the Independent Economic Review, facilitated in partnership with Cambridge Ahead, an independent business body.

Growth Ambition Board brings together public sector partnership to oversee and deliver the Combined Authority's growth programme.

Transport projects delivered through partnership with Cambridgeshire County Council, Peterborough City Council, Network Rail, DfT, and Highways England, led and managed through a Programme Board.

Digital infrastructure investment delivered through Connecting Cambridgeshire in partnership with district councils, mobile operators and other providers.

Peterborough University developed through partnership with Peterborough Council, HE partners, and businesses.

The unique Business Board brings the private sector into the heart of Combined Authority decision-making.

Convened new partnerships to coordinate Covid-19 recovery action on the economy and transport.

Natural Cambridgeshire established with a range of partners to balance economic development with growth in environmental assets, with a commitment to "double nature" in the area.

Affordable housing delivered in partnerships with councils, housing associations and developers.

CAM overseen by a CAM partnership board with councils, business and the community and delivered in partnership with the Greater Cambridge Partnership.



“Partnership will be essential to delivery. The public sector in particular needs to work more closely to leverage all our resources, human and financial. We also need to depoliticise what we do about growth and build a consensus that gives our communities, businesses and central government the confidence that when they make decisions to live, grow and invest in our region they do so knowing there's not a better area in the country to do it. Key and valued local partnerships for the Combined Authority include those with constituent authorities, with the Business Board and employers in the area, with the Greater Cambridge Partnership, and those involving cross-border working with neighbouring councils.”

Growth Ambition Statement, November 2018

Innovation

Innovation solutions:

The Combined Authority has fully integrated the work of the former Local Enterprise Partnership forming a single investment strategy from hitherto disparate funding pots.

The Combined Authority has successfully accelerated project planning and delivery, for example, cutting in half the time taken to move through Outline Business Case stage of project development, reducing delivery time for a new station by a quarter, and reducing business case costs by a third.

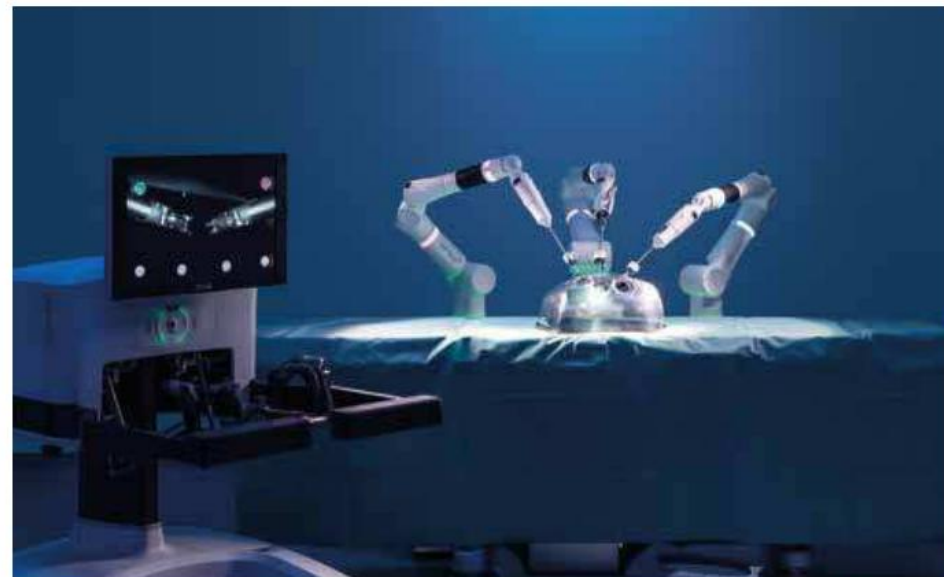
Peterborough University's business model challenges traditional academic routes with a focus on employer-led skills demand.

Ground-breaking commitments to integrating digital and transport infrastructure and to mandating enhancements to natural environment through infrastructure projects.

Independent Commissions established on public service reform and climate change with leading experts driving recommendations for change.

A national leader in innovation to support the delivery of housing. The Combined Authority's 'revolving fund' concept is unique, compared to distributed grant funding.

Implementing the concept of the £100k home in an area of high housing costs to enable younger people to get on the property ladder for the first time.



To level up the economy, the Combined Authority is injecting new thinking. The status quo of public sector delivery has not kept pace with our dynamic business environment. Piecemeal, sticking plaster gestures on transport infrastructure, bolt-on housing developments to already pressured communities, and business and skills programmes which lack strategic vision no longer cut it.

A preparedness to challenge and disrupt, to be bold and direct is central to the Combined Authority's strategy to deliver. That approach is manifested in a series of UK-first schemes across housing, transport and business and skills. Using evidence provided in the CPIER, the Combined Authority approach is to treat the economy as a whole system, which can only be as strong as its weakest link. It is about maximising our potential, bringing greater prosperity to more people and places.



3. Delivery

Delivering already:

University for Peterborough: The Full Business Case has been approved and we are on track for phase 1 completion ready to open the doors to 2,000 students in September 2022. Construction is due to start in winter 2020.

£170 million affordable housing programme: The Combined Authority Board has approved funding for over 2,400 homes to date and continues to work with developers to achieve our target of 2,500 units started on site by March 2022.

Market Town Masterplans: These have been delivered by the Districts, and the £13.1 million funding call for towns to implement delivery will have been approved by the end of 2020.

Strategies: CPIER, Local Transport Plan, Non-Statutory Spatial Framework and Housing Strategy developed and approved with partners.

Skills Strategy: Much of the strategy is currently being delivered and interventions include the skills brokerage, apprenticeship levy pooling and retraining scheme pilot. The devolved Adult Education Budget has now been localised and allocated based on analysis of local skills needs.

Soham Station: Construction began in September 2020 and the station is due to open in December 2021; originally expected to open in May 2022.

Other Transport delivery: Construction has completed on Ely Bypass and A47 Junction 18, along with quick wins in March and Fenland. Construction will be complete in 2021 for A605 Oundle Road Widening-Alwalton, A605 Stanground, Kings Dyke, Lancaster Way, Wisbech Access Strategy, March road improvements, and station upgrades at March, Whittlesea and Manea.

Ely Bypass opened in 2018



2019/20 was focused on moving at pace on a range of projects informed by the CPIER and our strategic plans. Establishing robust governance and project reporting as well as delivering on identified quick wins.

2020/21 is about pushing significant projects to the next decisive stage - the new University of Peterborough, the new railway stations, the world-class Cambridgeshire Autonomous Metro, bus service reform - and about delivery. Delivering the revolutionary £100k Home. Delivering the adult learning, training and retraining that can make our workforce one of the most technically skilled in the world.

Transforming transport

Developing the right transport interventions is complex, but we are responding to the challenge with transport schemes rooted in a sound evidence base that will deliver significant returns on investment.

Investment in our transport infrastructure is needed to unlock much-needed new housing and commercial space, while also playing a major role in meeting our targets on carbon reduction and enhancing nature and biodiversity, it is about challenging the old ways of delivering infrastructure to shorten timescales, cut waste and work more collaboratively with partners both private and public.

Our ambitions for a world-leading transport network reflect the bold, pioneering nature of our economy and our overriding priority to ensure this growth continues. The overall transport strategy for the region has been developed with a bottom-up approach, working in partnership with the seven councils. Engagement has taken place throughout with several of central government's arm's length bodies such as Highways England and Network Rail, as well as neighbouring transport and highway authorities. In addition to working with public sector partners, our work has also been informed by wider stakeholder engagement with our communities, transport operators, industry groups, and community organisations.



A10 Dualling and Junctions

Delivery

This project is looking at options for junction modifications, upgrades, and areas of potential carriageway dualling between Ely (A142 Witchford Roundabout (BP)) to the A14/A10 Milton Interchange. The Strategic Outline Business Case completed in July 2020, where a short-list of options were developed and the Outline Business Case will commence shortly.

Innovation

The proposed A10 Dualling includes digital connectivity and utility channels built in for future expansion, as well as segregated cycling, walking and equestrian facilities and crossings which will reduce the national cycle network by 9 miles from 21 miles to 13 miles. An Electric Vehicle strategy will also be developed to consider charging along this corridor in line with the government's commitment to transition to alternative fuel vehicles. The vision for this corridor is for the CAM to expand up to Waterbeach and potentially into Ely, providing an innovative autonomous rapid transit system as a real alternative to the car. The creation of the Combined Authority allows us to plan across an entire growth corridor, ensuring linkages and efficiencies and greater partnership building which will contribute to growth.

Partnership

The Combined Authority directly procured the technical supplier to deliver the Strategic Outline Business Case, working closely with Cambridgeshire County Council to ensure the proposed options are feasible, affordable and deliverable across all organisations. The corridor is extremely busy in terms of activities and the project teams have forged strong relationships to ensure alignment of delivery, including with a working group of local elected members.

This work is a strong foundation for the Outline Business Case, where it is proposed the Combined Authority provide capital grant funding to Cambridgeshire County Council, to jointly deliver this vitally important and technically challenging next stage.

Good News

The heavy traffic and constant delays on the A10 profoundly affect the quality of life of residents and visitors; the project will fundamentally improve the economic potential and wellbeing of the region by connecting the key corridors of the Greater Cambridgeshire Economy with the Fens economy and broadening opportunities for work and study.

Project Summary

The A10 stretch of road between Ely and Cambridge is a single carriageway route that links up to Kings Lynn in the North and London in the South and is used by a large number of people outside of the region. It forms a vital artery for freight, local, commuter and agricultural traffic and currently cannot cope with the capacity needed at peak times.

Value for Money scores are Very High and expected to add £580 million GVA per annum to the economy by 2041

Facilitating up to 11,000 homes at Waterbeach Garden Town

Supporting the development of 14,000 jobs at the Cambridge Science Park



Cambridgeshire Autonomous Metro (CAM)

Delivery

The development of a One CAM strategy will transform the scheme's delivery by unifying the separate projects of the CAM network under one streamlined plan, which will capture the benefits of the whole system under one vision and one voice. A separate delivery company, 'One CAM Limited' has been established to give the project the dedicated focus and world-leading expertise needed, and is chaired by Lord Mair, Robert Mair CBE, one of the world's leading tunnelling engineers.

Innovation

The CAM will demonstrate how 21st Century transport infrastructure can deliver something even greater than just faster and cleaner journeys, by being a key strategic tool for the wider levelling up of the regional economy. The CAM is expected to use a technologically novel, sustainable, highly flexible, trackless electric vehicle, offering a more attractive transport option than the private car. Utilising autonomous technology with dedicated routes that avoid congestion will improve the travel experience for all.

Partnership

The CAM governance structure has been set up to embed partnership working. Joint working is taking place between the Combined Authority and Greater Cambridge Partnership, which is developing CAM routes in the Greater Cambridge area. A Partnership Board was established by the Mayor to group together elected members and leaders from private companies, academia, and research to drive local energy into this infrastructure project. Stakeholder engagement has taken place in partnership with local communities and business by holding events and public consultations in libraries, shopping centres and at local businesses including larger employers such as the Science Park and Marshalls to engage and get feedback on the proposals.

Good News

By reducing reliance on private cars, the CAM will help cut congestion and tackle air quality issues, including removing a potential 7.5 million vehicle trips per year from the region's roads. Introducing a rapid transit solution in the form of a zero-emission CAM will transform people's day-to-day lives by fostering inclusive growth, spreading prosperity and opportunity to more people while protecting the environment and delivering cleaner air.

Project Summary*

The CAM will offer an integrated, fast, convenient and zero emission public transport network at the vanguard of how to move people around a small city and its region. It will support the Combined Authority's ambition for economic growth; creating jobs, boosting business and supporting new homes.

The CAM will also help sustain the economy's position as a globally competitive tech cluster, supporting growth industries including life sciences, automation, robotics, advanced engineering, big data, digital and agri-tech.

Value for Money scores are High and CAM is forecast to add £4.6 billion GVA per annum to the economy by 2051

60,000 new homes and the creation of 100,000 jobs

Estimated removal of 7.5 million vehicle trips per year

**taken from the CAM Strategic Outline Business Case, March 2019*



Cambridgeshire Autonomous Metro (CAM)

The City Tunnel Section will include new tunnels and stations under the city of Cambridge, with planned major interchange hubs at the city centre and at Cambridge train station. Four proposed regional routes will connect St Neots, Alconbury, Mildenhall and Haverhill – and settlements in between – with the city of Cambridge and each other.



Delivery

The Wisbech Rail Project Full Business Case concluded that a Heavy Rail option operating 2 trains per hour between Wisbech and Cambridge from a centrally located station within Wisbech was optimum. The rail option will reopen, after 50 years, the 8 miles of closed line between Wisbech and March before establishing an onward connection to Cambridge. This requires trains to travel through the busy Ely junction and therefore there is a programme interdependency with the Ely Area Capacity Enhancements project, which will increase the number of train paths through the junction.

Innovation

This project will spearhead the reintroduction of previously axed infrastructure to unlock the potential of Wisbech as a key sub-regional economic centre. Further work will explore lower carbon trains including innovative fuels. Engagement with The Office of Rail and Road has also highlighted the potential use of recycled materials in the construction of a sustainable Wisbech Rail.

Partnership

The Combined Authority has worked closely with local MPs, Fenland District Council, Cambridgeshire County Council and the Wisbech 2020 partnership in the development of this scheme. Further partnership working with Network Rail is anticipated for the next phase. Engagement with them, and the Department for Transport, is underway.

Good News

Providing a station and links to Cambridge will transform Wisbech and the surrounding areas giving access to better employment opportunities and attracting inward investment. Wisbech Rail will improve the prosperity of Wisbech and is key to delivering a Wisbech Garden Town featuring 12,000 homes and 100 hectares of employment space.

Project Summary

The Wisbech Rail project is designed to improve the connectivity between Wisbech and Cambridge, enabling better access to employment opportunities, encouraging inward investment into Wisbech, and relieving the housing pressure in Cambridge. Wisbech is one of the largest towns in the country without a railway station. Increasing connectivity will bring improved prosperity to Wisbech, levelling it up with Greater Cambridge.

Value for Money scores are High

Construction start is expected circa 2023

Enable the delivery of 12,000 new homes and create 100 hectares of employment space



Cambridge South Station

Delivery

Following the first round of consultation earlier in 2020, Network Rail identified and selected the preferred location of the proposed Cambridge South railway station. This corresponds with the Northern location presented at the public consultation events held in January 2020 and more details for this option are subject to a public consultation exercise due to complete at the end of November 2020. The new station is proposed to be located adjacent to the Guided Busway (Addenbrooke's bridge) and will provide a new transport choice to patients, visitors and employees travelling to and from the Cambridge Biomedical Campus. This will also provide direct access to a range of potential routes for those in South Cambridgeshire and better connections across the southern fringe of the city.

Innovation

Cambridge South has been designed to specifically exclude car parking facilities. The designs include the capability for significant cycle parking and integration with the existing and proposed busway and facilitates to operate as a transport interchange. The design takes cognisance of the Greater Cambridgeshire Partnerships bus scheme and the future Cambridgeshire Autonomous Metro. The station is being reviewed by The Department for Transport as part of the acceleration of Infrastructure projects.

Partnership

The Combined Authority have been joint funding partners with Department for Transport, AstraZeneca and Cambridgeshire County Council. Network Rail have developed a standalone solution that does not need to rely on other projects but at the same time, does not preclude integration. This project is running in parallel with the Greater Cambridgeshire Partnerships scheme for the Cambridge South East Better Public Transport project and will also form part of a transport hub with the Cambridgeshire Autonomous Metro, providing high-quality, frequent, and affordable public transport for the region.

Good News

Cambridge South Station was named within the 2020 budget for having full funding to delivery thereby allowing for this brand new public transport solution to deliver the connectivity needed for this dynamic hub of biomedical research, transformational business and pioneering scientific breakthroughs.

Project Summary

A railway station serving the busy and thriving Cambridge Biomedical Campus is essential for projected growth in jobs and visitors to be sustained. The aim is to develop plans for a new station in the vicinity of the growing biomedical campus along with associated infrastructure to sustainably improve connectivity to London, the Ox-Cam Arc and across the Cambridgeshire region.

Aiming for the station to be operational by 2025

27,000 jobs planned for the Cambridge Biomedical Campus site by 2031 alongside thousands of new homes (largest in Europe)

105,000 jobs supported across the Cambridge sub-region in 'Knowledge Intensive Industries'



Delivery

A combined, phased, approach and funding approval for the GRIP 4-8 stage has reduced programme delays and enabled overlapping projects to proceed at the same time. A contract has been awarded for detailed design and construction, and advanced works commenced in September 2020. Planning consent has been granted, enabling the works to proceed at pace.

Innovation

Working with Network Rail, the Combined Authority has challenged the usual sequential, phased approach to rail delivery. Instead, Soham Station has reviewed the track work activities and scheduled overlapping phases in a much-condensed process, which is delivering a simpler and more effective rail investment and most importantly now includes the opportunity for an earlier than planned Station opening.

Partnership

The Combined Authority continues to work closely with its partners: Network Rail, Cambridgeshire County Council and East Cambridgeshire District Council. Grassroots public engagement events and communications have ensured local communities and businesses have been able to have their say on the outcomes of the project.

Good News

The confirmation of the planning consent and the ability to start enabling works in September 2020 (two months earlier than originally planned) is a significant step forward for this long wished for benefit for Soham and those from the wider community. This project will connect Soham to the wider local, regional, and national rail network, providing enhanced alternatives to the car.

Project Summary

The East Cambridgeshire town of Soham is growing considerably and is ideally located to link with the nearby economies of Ely, Newmarket and Greater Cambridge, but with no mainline rail connection for over 75 years, this rural centre lacks much needed connectivity. The long-standing Soham project was previously blighted with delays, but the Combined Authority has stepped in with a fresh approach to accelerate its delivery, enabling economic and housing growth and improved prosperity for the people of Soham.

Value for Money scores are High

Opening expected December 2021

Modification to the existing railway track, construction of the station/platform and car park to commence summer 2021



Fenland Stations Regeneration

Delivery

Phase 1 of the Fenland Station Regeneration Programme will see an improvement to customer access at the stations. New facilities include carpark extensions and improvements, ticket machines, lighting, and shelter installations. The upgrades to the stations are well underway, with new facilities already installed in a programme of work that will run into 2021.

The ambition for phase 2 of the project is to increase the platform length at both Manea and Whittlesea Station, as well as adding a footbridge access at Whittlesea. Physical upgrades need to be matched by timetable improvements, with regular stops at all Fenland Stations, particularly at peak commuting times; and a doubling in frequency of services between Stansted to increase capacity and comfort; and an increase from two carriages to four and later services Monday to Saturday.

Innovation

Similar to the approach undertaken for Soham Station, Fenland Stations has challenged the conventional approach to delivery of rail improvements and where possible, delivered early packages such as the improvements that have already been undertaken at the stations. Investment in cycle parking in March has also been completed, which will make it easier for commuters to include cycling in their everyday journey. This will help to reduce congestion on the roads, improve health and fitness and cut the cost of the daily commute.

Partnership

This project is being undertaken on behalf of the Combined Authority by Fenland District Council and Greater Anglia, with representation from Network Rail. The Combined Authority and Fenland District Council have expedited delivery of the Manea Station carpark by collaborating together and working with a design and construction organisation to commence construction earlier than expected.

Good news

Three new shelters have been installed at Manea and Whittlesea Railway Station as part of the Combined Authority's initial investment, and also lighting improvements and additional ticket machines at Whittlesea Station have been installed.

Project Summary

Fenland District Council area contains three railway stations, at Manea, March and Whittlesea. The stations lack modern facilities, which reduce their appeal to passengers. A rail journey from March to Cambridge is approximately 35 minutes and a journey from Whittlesea to Cambridge is currently around one hour, involving a change at Ely and running every other hour. Connecting Fenland to the wider economy via rail will reinvigorate the area and drive up aspiration, helping to reduce commuter times and will give the headroom needed to support jobs and housing growth.

Value for Money scores are High

Delivery completion of Phase 1 expected for December 2021

Contributing to 11,000 homes and 7,200 jobs by 3031 as set out in Fenland District Council's Local Plan



Bus Reform

Delivery

A dedicated Bus Taskforce has been launched to gather the evidence which will determine the best approach to improve bus services. A delivery options evaluation report is being developed with a number of long-term bus delivery options considered, including continuation with the current unregulated environment, Advanced Quality Partnerships, Enhanced Partnerships and Franchising. A reasoned recommendation as to which of the evaluated options should be adopted was due in late 2020 but has been postponed to allow the impact of COVID-19 on the bus industry to be taken into account.

Innovation

The Combined Authority will undertake radical reform in how buses can operate within an integrated public transport system that benefits communities and businesses and uses the latest technologies. Pilot projects for Demand Responsive Travel and micro-mobility have been commissioned, and integration with the CAM is an option.

Partnership

The Bus Reform work started with a major piece of public consultation to consider the various delivery options for future bus services across the Combined Authority area. The views of over 5,000 residents across Cambridgeshire and Peterborough were sought through on-street surveys, focus groups and an online survey on how bus services should be improved, which sent a clear message on what needs to change to make our bus network fit for the 21st century, and has enabled the Combined Authority to respond with a clear plan of action of how this will be achieved.

Good news

The strategic trunk routes for the foundation of a new bus network are being identified and from the beginning of September, the Combined Authority launched new services from West Cambridgeshire to major employment sites at Cambridge Science Park and the Biomedical Centre, which previously lacked strong connectivity. A new radial route for Peterborough is also being tendered.

Project Summary

The Combined Authority is bringing the bus network into the 21st century with new powers under the Bus Services Act 2017 providing options for radical reform. Those options could be as radical as the introduction of full franchising for the first time outside a major city, or instead involve closer partnership working with providers. A bus service which is reliable, affordable, frequent and modern, will support the Mayor's ambition for growth by better connecting more people to the opportunities of the economy.

343 buses currently providing services in the Combined Authority area

The annual bus network support grants totalled £3,719,000 in 2019

5,000 residents consulted on how bus services could be improved



A47 Dualling

Delivery

Dualling the A47 between the A16 in Peterborough and the Walton Highways in Wisbech will unlock economic growth across the region and to the heart of the region's left-behind market town. The Strategic Outline Business Case is complete, including Highways England's Project Control Framework 0 which achieved Green Status in the Stage Gate Assessment Review (SGAR). Work to scope the PCF stage 1 and 2 has been completed.

Innovation

The Combined Authority took a fresh approach to the problems of the A47, developing one scheme, rather than taking a more traditional piecemeal approach. In doing so, the Combined Authority funded the Strategic Outline Business Case and development of the Project Control Framework 0, working collaboratively with Highways England, for the benefit of Highway England's route.

Partnership

The A47 Dualling is a key scheme and has led to strong partnership working with Highways England to develop the Project Control Framework 0 Products to a standard that achieved a green SGAR. Officers continue to engage with Highways England, who have suggested that work on the A47 Dualling is being undertaken by them with the Combined Authority as a co-sponsor on the project board. This unusual, integrated approach ensures the Combined Authority will continue to have a key role in progressing the project, while also bringing the scheme into Highway England's work programme.

Good news

Tackling the slow journey times and capacity issues of the A47 will stimulate economic growth and bring about inward investment in housing, education, employment and the agri-tech economy in an area of deprivation. It will bring vital connectivity that complements other Combined Authority transport and infrastructure priorities such as Wisbech Rail and the Wisbech Garden Town.

Project Summary

The A47 is of strategic importance nationally and within Cambridgeshire and provides a crucial East – West link between the A1 and the east coast ports, connecting many communities along the corridor. The A47 is a single carriageway and the route offers slow, inconsistent journey times, and reaching capacity in some areas. It has been underinvested in despite linking the East with the Midlands and the North and connecting the two major centres in Peterborough and Norwich.

Value for Money scores are High

Delivery expected in 2030

Potential to deliver 30,000 new homes, on top of the 20,000 already proposed under the local plan



March Area Transport Strategy

Delivery

Along with the construction of a Quick Wins package, the current stage of the project is to develop the Option Assessment Report into an Outline Business Case for a range of interventions including signal and roundabout improvements and a northern industrial link road. This is which is to be delivered by July 2021.

Innovation

Restrictions in place due to COVID-19 required the Combined Authority to come up with an innovative solution to allow public consultation to go ahead. A new virtual event was personalised to show consultation materials including virtual reality and sound demonstrations, videos, maps, plans and pop up banners. This tool allowed the public reaction to be captured and saved for analysis and allowed the Combined Authority to engage with a wider audience.

Partnership

The Combined Authority has been working closely with Cambridgeshire County Council, Fenland District Council and March Town Council to deliver this scheme. A flexible approach in partnership has been adopted by the team and partners from each of the organisations, ensuring the project fully meets the specific requirements tailored to local circumstances and adapted to respond to local opportunities and challenges.

Good News

At the earliest opportunity it was identified that a set of Quick Wins, prior to the delivery of the bigger strategic improvements, could be delivered. These include providing crossing points for safer routes to schools, improved footway and safety improvements. Most of the programme of the Quick Wins is now estimated for delivery up to March 2021, which will see around £1 million invested into the area of March.

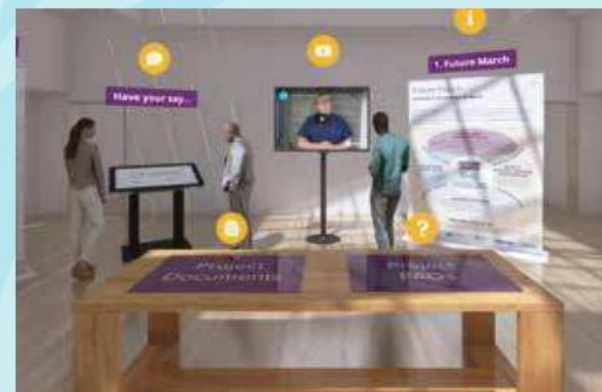
Project Summary

The March Area Transport Strategy has identified transport interventions in March which will address existing capacity and safety problems whilst promoting and supporting future growth. Following substantial engagement with the community and local elected members, a number of options have been identified for improving access to the town centre and encouraging growth. In addition, a set of Quick Win schemes has been recognised.

Value for Money scores are High

To support delivery of Fenland District Council local plan (2014) target of 4,200 new homes in March

To contribute to the development of 30 hectares of employment land



Other transport projects

A141 North Huntingdon Offline Bypass:

An improvement scheme north of Huntingdon to help to foster growth across Cambridgeshire. The emerging option developed through the Options Assessment Report was an A141 offline by-pass, which has the potential to support an additional 6,750 dwellings in the region, 4,500 dwelling at Wyton Airfield, and 2,250 others on sites near Huntingdon.

Wisbech Access Strategy:

A package of improvements to the road system around Wisbech stimulating 3,500 new homes and 2,500 new jobs. The Full Business Case is to be completed by October 2020, prior to construction of phase 1 of the 3-phase project.

Ely Area Capacity Enhancements:

The area of rail infrastructure around Ely is a key bottleneck to future passenger and freight service growth, much of the network is already at capacity, holding back growth. The project will help to deliver additional rail services, including to Cambridge, Kings Lynn, Peterborough and Ipswich, and provide the capacity for any future services to Wisbech.

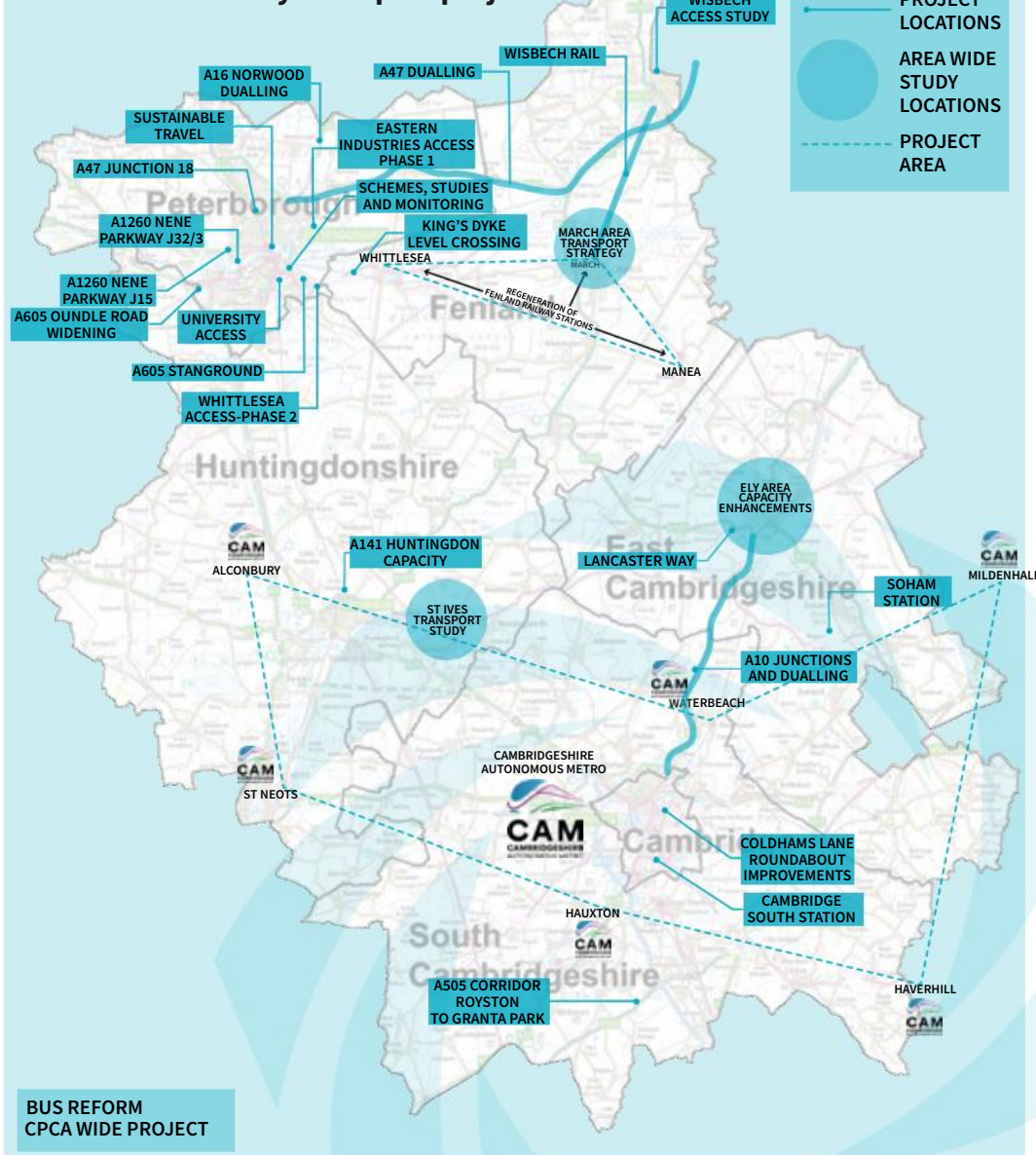
Kings Dyke:

The project will create a new road crossing over the existing railway line, to allow for the existing level crossing on the A605 to be closed. In peak periods the crossing can be down from 12 to 23 minutes per hour. The scheme is estimated to begin construction in 2021.

A605 Oundle Road Widening-Alwalton:

An Options Assessment Report has been developed to investigate the current traffic situation on the A605 between Alwalton and Lynchwood Business Park. This follows the submission of a planning application for a housing development in Alwalton. The scheme is estimated to begin construction in 2021.

Combined Authority Transport projects



Housing delivery

The Cambridgeshire & Peterborough Combined Authority has ambitious targets to deliver affordable housing across the region. By 2037, at least 100,000 additional new homes will be built, with a minimum of 2,500 new affordable homes started on site by 2022. The Combined Authority is on schedule to meet this commitment, with nearly 2,400 homes funded and over 1000 units started on site as of 2020.

The Combined Authority has committed to helping address the affordability of housing across the area, particularly for key workers, first-time buyers and those in low and medium paid employment, who cannot easily access the home ownership market without family or other third-party support.

To realise these ambitions, the Combined Authority has a bold and innovative housing strategy to help tackle the region's housing needs.

Recognising the need to move beyond conventional methods of housing delivery, which for many years have not delivered enough affordable and other types of housing, the Combined Authority is taking a new, flexible approach to accelerating building rates and making homes available to help tackle the shortage of housing of all types including the flagship £100K home project and development of Community Land Trusts.



Affordable housing programme

Delivery

The affordable housing programme is on track to deliver 2,500 new affordable houses by 2022. Of the £100 million fund, £60 million has been set aside for grant funding and £40m has been allocated as investment in housing delivery initiatives that instead seek to recycle the funding. This is known as the £40 million Revolving Fund. Currently £35 million is employed as loan funding and the funds are recycled and re-invested into other housing opportunities, including joint ventures.

Innovation

The Revolving Fund concept is a Mayoral innovation that we believe is unique to the Combined Authority, as most Affordable Housing Programmes focus solely on distributing grant funding. A wholly owned subsidiary company, Angle Developments (East) Limited, has been established which will enable the Combined Authority to deliver its own projects and enter into joint ventures with other public sector partners and developers that are focussed on accelerating housing delivery.

Partnership

The Housing team is developing partnerships with a range of organisations to ensure the Combined Authority can award grants to registered providers and not-for-profit organisations to bring forward development. The key partners to the Revolving Fund element of the programme are developers utilising loan funding, joint venture developers that aspire to deliver affordable housing, and partner authorities who want to explore developing surplus assets from their portfolios. Cambridge City Council is best placed to deliver the £70 million Affordable Housing Programme, but the Combined Authority maintains overarching accountability for the programme.

Good News

The additional housing that is being built will provide affordable, shared ownership and socially rented units for people across the region. New affordable housing, including large developments such as Northstowe will also help establish a larger and wider housing base to support the economic growth of the area, and growth in existing market towns across the Combined Authority such as March and Whittlesea will enhance this.

Project Summary

In 2017, the Devolution Deal included £170 million from Government for delivery of an ambitious housing programme providing 2,500 new affordable homes to start by March 2022. £100 million is available across the Combined Authority area to deliver 2,000 affordable homes and £70 million is available to Cambridge City Council to deliver 500 new council homes.

2,400 units approved since the start of the project

1,000 starts on site and 231 units completed to date

On target for 2,500 new affordable home starts on site by March 2022



Community Land Trusts

Delivery

Technical advice and support from the Combined Authority is being provided to community-led housing groups including supporting planning applications for delivery of new community-led homes. This enables groups to secure the required funding and build partnerships for a successful scheme.

Innovation

Community-led development is an innovative way for us to overcome market failures in providing affordable housing. Affordable housing delivered by CLTs will remain in community ownership in perpetuity and provide genuinely affordable homes for people with strong local connections. This allows Cambridgeshire villages and towns to remain vibrant and sustainable.

Partnership

Community-led housing projects are delivered in partnership with the local community. Extensive engagement and consultation are key for projects coming forward and something that the Combined Authority strives to encourage and support.

Local developers, architects, and other consultants have been key to the success of the CLT Programme and SME organisations offer the opportunity to design bespoke, high-quality schemes that embrace the wants, needs and preferences of local people. This project is also supported by staff who provide technical support and expertise to new and existing community-led housing groups, which facilitates and enables groups to secure the required funding and build the required partnerships for a successful scheme.

Good news

Cambridgeshire is renowned nationally for the amount of community-led development taking place and recognised as a leader in providing technical support to community-led housing groups. Community-led development has been recognised on a national and international level as a way to address housing need.

Project Summary

The Community Land Trust (CLT) project aims to increase the delivery of affordable homes through community-led housing projects. This is an on-going programme and work is predominantly focused on establishing new groups, kickstarting schemes and providing necessary advice.

Currently working with over 20 community-led housing groups

688 CLT homes currently in the planning system (either approved or submitted), and another 200 CLT housing units to shortly go in for planning

Construction of 129 CLT units have started on site



£100k Homes

Delivery

The Combined Authority is encouraging developers to come forward and include £100K Homes as part of their affordable housing provision in schemes across the region. The Combined Authority is also supporting developers to engage with their Local Planning Authorities on the inclusion of £100K Homes and provides a suite of legal documents to ensure £100K Homes are provided in such a way that they will be affordable in perpetuity. There are four £100K projects on site and additional sites are in the pipeline, work is continuing in gaining planning permissions to expand delivery to meet the great demand.

Innovation

This programme shows the ability of Mayoral Combined Authorities to be truly innovative and forward-thinking when considering the needs of their communities. Traditional models of affordable home ownership have only gone so far in addressing this problem.

Partnership

The Combined Authority is working in partnership with local developers to deliver £100K Homes as well as in partnership with mortgage providers, to ensure that accessing a mortgage is not a disproportionate barrier to £100K Home purchasers.

Good news

The first eight £100K Homes due to be completed in December 2020 have been allocated to eight local, working people who have strong connections to the village, and who would otherwise not have been able to get their first step on the housing ladder. Home ownership is out of reach for so many working people and traditional models of affordable home ownership have only gone so far in addressing this problem. £100K Homes offer an invaluable solution for local, working people to get their foot on the housing ladder and this model could be replicated nationally.

Project Summary

The £100k Homes Project is an innovative new form of affordable home ownership and offer an affordable step on the property ladder for first-time buyers who live or work in Cambridgeshire and Peterborough. It is a more affordable home ownership option than other models, such as Shared Ownership, because purchasers will own 100% of their home and as such, will have no additional rental payments to make. The affordability of the property will also be secured for future purchasers in perpetuity.

2,275 people have submitted Expressions of Interest for purchasing a £100k Home

The first 8 £100k Home completion is expected in late 2020

Delivery of first 8 £100k Homes at Fordham, Cambridgeshire is already underway



Business & Skills delivery

To achieve our overall growth ambition, the Combined Authority through the Business Board is creating the conditions in which innovative enterprises can continue to flourish and where people are given the means to reach their full potential.

A major part of Cambridgeshire and Peterborough's economic success has been its ability to foster unique clusters of business talent and entrepreneurial spirit. The Combined Authority's aim is to build on the success of those flourishing networks and spread the growth further into the economy, so that prosperity is felt by more people and in places with greater headroom for expansion. This approach will also reduce capacity pressures and protect high growth areas, most notably in Greater Cambridge.

As the CPIER report notes, growth is being felt everywhere, so as well as spreading the best of our economy to more people and places, we are delivering the skills those people need to take full advantage of the opportunities that exist. The inclusive growth strategy is designed to widen our economic base and increase productivity. Achieving these two aims are at the heart of our delivery strategy and the following projects exemplify the trailblazing approach of the Combined Authority.





A New University for Peterborough

Delivery

The Full Business Case has been approved and public consultation on the design was carried out in February 2020. November 2020 sees the planned 'spade in the ground' and commencement of phase one, with completion (for occupation and doors open to students) due September 2022. To achieve these milestones, there were two key workstreams: to procure the Academic Delivery Partner (now complete) and develop, design, and procure a Main Contractor to deliver phase 1 infrastructure. The design has reached RIBA 3 and a short-list of prospective contractors has been agreed. The successful contract was appointed at the end of August with the main contract being awarded in January 2021.

Innovation

The university will feature technical work-based course delivery embedded in digital and technological methodology, a curriculum based on business and skills gap need with co-creation of courses written by industry, and higher-level apprenticeships and degree apprenticeships tailored to business need and demand. It will have a signature campus with sustainable, energy efficient buildings and future phases of the campus will include Research and Development Innovation Hubs that will support the creation of an innovative eco-system in the north of the region for Peterborough and the surrounding area.

Partnership

The launch of the Higher Education partner took place on 14th July 2020 and the Academic partner, Anglia Ruskin University, has both regional and national presence and a strong track record of delivering work-ready degrees and apprenticeships. Over the last four years, Anglia Ruskin has consistently increased the proportion of students from low participation areas and has significantly increased apprenticeships numbers.

Good news

Full Business Case, planning permission, Higher Education partner and contractor have all been approved and construction commences in November 2020.

Project Summary

Peterborough has been recognised for many years as a cold spot for Higher Education. The Combined Authority, working with Peterborough City Council, is committed to securing a new independent University for the City in readiness for the Academic Year 2022/23. This will have a transformational effect on the life-chances and well-being of its students and raises aspiration more broadly within Peterborough and the surrounding region.

Expected to add £630 million GVA per annum to the economy by 2032

50 direct temporary roles in construction and initially 22 University staff will be created

A further 166 directly employed staff as the University grows, up to 14,000 indirect jobs and 5,000 apprenticeships created



Market Town Masterplans

Delivery

Following the approval of the 11 Market Town Masterplans, the Combined Authority Market Towns funding is subject to a call process and open for bidding. To secure capital funds, Local Authorities are invited to submit bids against the Investment Prospectus, which was launched in June 2020. Following this process, the Combined Authority retains a strategic partner role, ensuring that county-wide decisions meet the needs of each town masterplan, and lobbying Government for further resource to deliver high-growth towns (and to promote the concept of place-based interlinked growth strategies).

Innovation

The Combined Authority is providing investment that adds value by helping towns clarify and reassess their priorities for future growth; there is no one-size-fits-all solution. In this way, the identity and role of each town will be brought to prominence and enable each town to grow their economies and contribute to the overall doubling of GVA over the next 25 years. This focus on market towns has been heralded by Government, by the Cambridgeshire and Peterborough Independent Economic Commission, and by other partners as a bold and progressive step towards inclusive growth.

Partnership

The Combined Authority commissioned the development of the masterplans and retains involvement as a strategic and funding partner. Lead responsibility for the implementation of the masterplans is with each District Authority in partnership with Town Councils, Business Improvement Districts (BIDs) and other stakeholder groups. Specific schemes that are launched will be subject to specific delivery arrangements, and in each case a lead delivery partner will be identified who will be responsible to the funding organisations for their specific scheme.

Good news

The Combined Authority has launched a £13.1 million funding call for towns to implement delivery of approved Masterplans. The process and delivery of these funds are happening quickly with further project proposals to go to Board in November 2020 for approval.

Project Summary

The Combined Authority has been working closely with Town Councils, District Councils, and local partners across Huntingdonshire, Fenland, and East Cambridgeshire to deliver 11 key market town masterplans. The Market Towns Masterplan project is supported by a commitment of £50,000 revenue investment from the Combined Authority for each market town to commission new research and analysis required to deliver bold growth ambitions. Bringing jobs, infrastructure and growth, the masterplans will enable each town to become and remain "vibrant and thriving places" whilst helping to boost the local and regional economy.

11 Masterplans approved

£13.1 million Combined Authority capital investment

£550,000 Combined Authority revenue investment



Adult Education Budget

Delivery

In the first year of delivery, from August 2019 to the end of June 2020, more than 7,000 learners accessed adult learning from the Adult Education Budget and studied on average 1.7 aims. We have experienced a doubling of remote, online, blended and distant learning with a corresponding increase in more time-consuming learner support to maintain retention levels. Provision reflects our strategic priorities by focusing on residents in Peterborough and The Fens and targeting learners who are expected to progress in their learning from one level to a higher level.

Innovation

The Combined Authority has moved from a transactional arrangement between commissioner and supplier to a more transformational relationship that shows results in terms of outcomes and impact. Adult education delivery has shifted considerably, with a lower proportion of Community Learning and a higher proportion of Adult Skills learning in 2019/20. The Combined Authority has also reduced sub-contracting and enabled more delivery with further progression in learning and employment.

Partnership

The Combined Authority works with 12 grant providers including local Further Education Colleges, local authorities and 5 Independent Training Providers including private sector training providers from across the country. It also involves a vast array of stakeholder participation and involvement including the Department of Work and Pensions, Department for Education, community groups, Further Education College and Ofsted.

Good news

The proportion of all learning aims which were delivered to learners from areas of high deprivation increased from under a quarter (22%) in 2018/19 to over a third (35%) in 2019/20, therefore contributing towards the objective in the CPIER of levelling up the regional economy.

Project Summary

The Devolution of Adult Education Budget to the Combined Authority aims to maximise adult education participation that will lead to increased economic, educational, and social outcomes for the low skilled and the low paid in the region. The expected outcomes will be the progression in educational attainment and pay as a direct result of adult education, as well as reduced skills gaps for employers. In the first year of operation (up to 31st July 2020) there was a concentration on participation, expenditure, and outputs, whereas the second year will move into the spread stage where there will be more focus on outcomes and impact.

Learners from areas of high deprivation increased from 22% in 2018/19 to 35% in 2019/20

Learners studied on average 1.7 learning aims which is a 10% improvement on last year

More than 7,000 learners accessed adult learning from the Adult Education Budget in the first year of operation



Business Growth Service and Growth Hub

Delivery

A Full Business Case has been produced reflecting the progress made in the design and development of the Business Growth Service, in collaboration with bidders to deliver it, and taking into account the impacts of COVID-19 and the related Local Economic Recovery Strategy. The four elements will allow the Combined Authority to engage the highest potential growth firms (Growth Coaching), expand our reach into key global markets (Inward Investment), provide an effective link between young talent and those retraining or progressing in a career (Skills Brokerage), and help SMEs grow (Small Business Capital Growth)

Innovation

The Combined Authority are always looking for innovative ways to increase the Growth Hub offerings such as the Hub Spot (CRM) which allows us to link grant applications and allows for a slicker service for businesses and a less person heavy process for applicants.

Partnership

Effective integration is created, nationally and locally with a range of contacts and businesses and with close working relationships developed with all Local Authorities and Economic Development Officers.

Good news

By integrating all these growth services into one single-front-door service, we will better connect our places and business clusters to support a growth eco-system developed over half a century within Greater Cambridge.

Project Summary

The Business Growth Service is due to launch in October 2020 and will comprise of four elements focused on supporting people and businesses across our region. This will include a Growth Coaching Service, an Inward Investment Service, a Skills Brokerage Service, and a Small Business Capital Growth Investment Fund. The Combined Authority Growth Hub was created to serve businesses across the region with un-biased advice and signposting to schemes that are being delivered either nationally or locally. It is an ongoing service that will form part of the new Business Growth Service.

Growth Service expected to add £220 million GVA per annum to the economy by 2026

1,323 (target of 400) businesses received 'light-touch support and information/signposting from Growth Hub

475 businesses receiving 'medium intensity' information, diagnostic and brokerage support from Growth Hub (compared to a target of 127)



Digital Connectivity

Delivery

The Digital Connectivity programme has already had positive effects in the region, with both superfast broadband and full fibre coverage currently tracking above the averages for England. This is a notable change from when the programme first started with coverage well below the England average at the time at less than 60% superfast broadband coverage.

Innovation

Emerging technologies, including artificial intelligence (AI) and machine learning together with big data techniques and increasing automation are starting to have a profound influence on growth and GVA prospects as well as wider social and economic impacts. The Combined Authority's Digital Infrastructure Programme has maintained an agile approach and can react flexibly to rapidly changing government and commercial priorities to take advantage of all opportunities to promote inclusive growth across the area.

Partnership

The Connecting Cambridgeshire Programme, led by Cambridgeshire County Council and co-funded by Peterborough City Council, was set up in late 2011 to improve the digital connectivity infrastructure across the area. Following the establishment of the Combined Authority, the programme was expanded with additional investment enabling a greater focus on commercial deployment and supporting better mobile coverage.

A collaborative approach between Cambridgeshire Councils and the Combined Authority has seen all transport and infrastructure commissioning bodies in the area adopt an innovative new policy to examine opportunities to incorporate fibre ducting in all schemes from 2019 onwards.

Good news

New technologies are advancing and will be incorporated for improved connectivity with drivers via their cars, passengers via apps, providing data enhanced travel choices. The Combined Authority will include digital connectivity and utility channels built-in for future expansion, in transport projects such as the A10 Dualling.

Project Summary

The Combined Authority's Digital Connectivity Strategy, delivered through the multi-partner Connecting Cambridgeshire programme, is rolling out world-class digital infrastructure to support businesses and communities, going further than the Government's baseline for technology and coverage. As well as targeting 99% superfast broadband coverage by the end of 2020, we are aiming to achieve full fibre coverage of over 30% by 2022, as well as working with mobile operators and government to improve mobile coverage as part of the new Shared Rural Network Programme.

On track to achieve 30% full fibre target by 2022

Just under 21% (August 2020) full fibre coverage against a UK average of 12% (March 2020)

Over 97% superfast broadband coverage, on track for over 99% coverage by the end of 2020



Integration with the Business Board

Delivery

As part of the Combined Authority, the Business Board is committed to advising the Combined Authority with its 2030 Ambition. It ensures that a clear business perspective is brought forward as the Combined Authority seeks to accelerate delivery and secure new investment from across Government, the private sector and the local area. The Business Board comprises of 12 private sector members and 2 public sector members (represented by the Mayor and Deputy Mayor). The Chair and Vice-chair bring together an innovative mix of manufacturing and academic research & development perspectives.

Innovation

The Business Board responded to COVID-19 recovery quickly and efficiently, with a new scheme launched in April 2020 named the 'COVID-19 Capital Growth Fund'. This offered grants from £2,000 to £150,000 for new capital investment projects, to support businesses during this emergency. The overall aim was to help companies survive the period of enforced downtime and enable them to strengthen their capacity to recover.

Partnership

The Business Board continues to provide regular updates and maintain engagement with the Cities and Local Growth Unit (CLGU) on progress on the development of its Local Industrial Strategy and mobilisation and delivery. It oversees the delivery of the programme and ensures a clear pipeline of potential LGF projects is maintained and updated. The Growth Deal team regularly reports and updates CLGU on the projected pipeline and associated spend/outputs and The Business Board undertakes monitoring and evaluation of its Growth Deal programme.

Good news

The Business Board is responsible for the rollout of Local Industrial Strategy and has a range of grant and business support schemes to lever growth, including making recommendations on bids to the £147 million Local Growth Fund to deliver improvements in productivity, new jobs, skills, transport and homes.

Project Summary

As of September 2018, the Local Enterprise Partnership became the Business Board and is made up of local business leaders who are driving some of the most successful, dynamic and important companies in the area. The Business Board gives commerce a strong voice in strategy development and decision making relating to the Combined Authority. Its input is a vital part of meeting the ambition to level up and drive the economy and productivity, whilst shaping the region as a leading place to live, learn and work.

£78.2 million Local Growth funding claimed to date

17 projects completed and 10 projects in delivery; a further 20 projects in contract negotiations

14,000 jobs (inc. 3,000 apprenticeships) currently forecasted to be delivered





4. Responding to COVID-19

Understanding the impacts of COVID-19

The Combined Authority was quick to commission research and intelligence to fully understand the impact of COVID-19 on the local economy and plan a response.

There is an estimated gross reduction in GVA for 2020/21 of £3.7 billion

Initially, the greatest percentage loss of activity was in Education (-38%), Accommodation, Food (-36%) and Construction (-30%).

Almost half (46%) of business respondents reported that they had effectively shut down during the COVID-19 lockdown.

There were 18,000 more claimants of unemployment-related benefits within the Cambridgeshire and Peterborough region, comparing May 2020 with May 2019; Higher rates compared to the 2008 banking crisis.

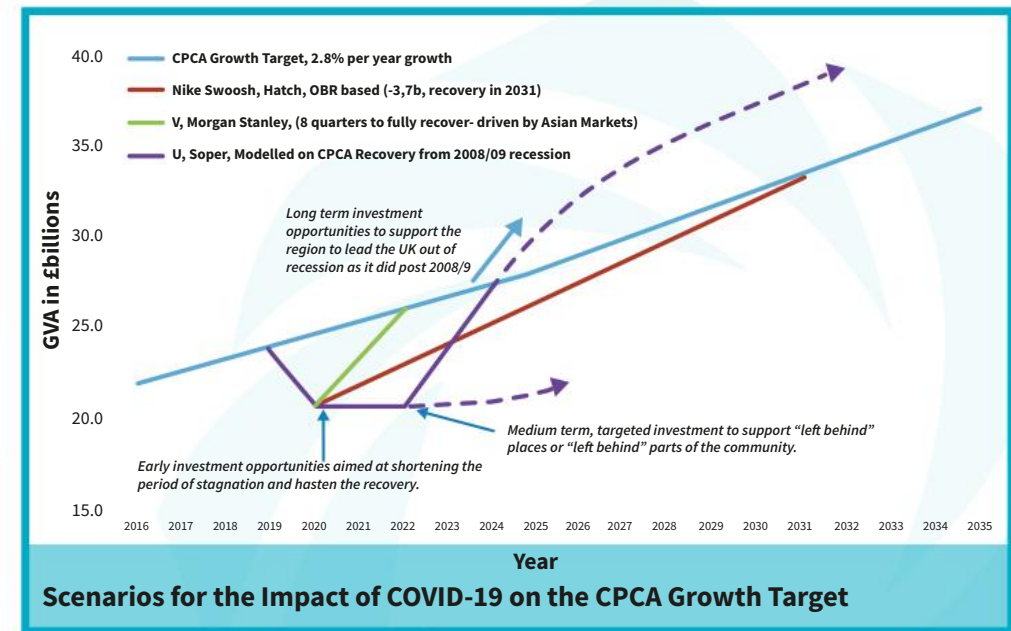
The uneven increase in claimants has exacerbated the sub-regional inequalities identified within the CPIER.

At its peak (HMRC July 2020) 107,300 jobs (25% of all jobs) in the Combined Authority area were protected by the Job Retention Scheme.

Combined Authority plays a key leadership role

The local response to COVID-19 has been led through the Cambridgeshire & Peterborough Local Resilience Forum. Within this framework, the Combined Authority has provided leadership for responding to the immediate impacts on business and also planning for a return to a fully functioning economy. The Combined Authority has led on transport recovery.

The Combined Authority has been able to provide flexible, adequate leadership and capacity to meet the crisis. Our region has been on the front foot in terms of responding to the economic and transport challenges.



Responding to COVID-19: business recovery

A coordinated and tangible response

The Combined Authority was quickly able to mobilise a coordinated and tangible response to support businesses following the impact of COVID-19. Importantly the Mayor and the Combined Authority were able to fulfil an important local leadership role.

Over £6 million delivered to businesses in the form of grant funding to 260 successful applicants.

800 forecasted protected jobs and 287 new jobs from the grant funding.

Over 6,000 businesses reached to offer support, signposting, funding and grants.

Business Triage Service established to handle significant increase in calls. Virtual 1-2-1 Support Sessions with professional business coaches established.

A series of 12 Webinars on key Business Considerations for the local Business community.

A £390,000 Visitor Economy and Restart & Recovery Grant rolled out.

Supporting economic recovery

With a regional focus on providing a sustainable and healthy region in which we live and work, our COVID-19 Economic Recovery Strategy Mission is to:

“To lead the nation out of recession - by accelerating the recovery, rebound and renewal of our economy achieving our ambition to double by 2025 - in a new and more digitally enabled, greener, healthier and more inclusive way than ever before”

We will achieve this through a Local Economic Recovery Strategy that accelerates our recovery by strengthening our businesses’ and workforce’ capacity for rebound and regrowth. Our local strategy is constructed to address the key phases of recovery and consists of 5 Pillars of delivery:



Accelerating
Start-Ups,
Scale-Ups &
Set-Ups



Accelerating
Hi-Tech Jobs
Growth



Accelerating
Recovery in
Construction



Accelerating
Upskilling &
Retraining



Accelerating
a Greener
and more
Sustainable
Economy

Responding to COVID-19: transport recovery

A coordinated and tangible response

The Combined Authority is coordinating the recovery of the transport sector within the region; including implementing a range of emergency measures.

The Combined Authority approved the spend of £2.9 million to improve cycle and pedestrian facilities across the region, of which £575,000 has been spent over an 8-week period on rapid, pilot upgrades to get more people walking and cycling through the active travel schemes.

The Combined Authority is also to become the first region in the country to roll out e-bikes and e-scooters to the public, offering the potential for fast, clean and inexpensive travel that can help to ease congestion on the roads and transport networks, reduce pollution and allow for social distancing.

The European e-scooter operator Voi have been appointed on a 12-month trial basis to provide e-bikes across the region and test out e-scooters in the centre of Cambridge where they will be assessed closely for safety and viability from 14th September onwards with e-bikes rolled out in early October.

Transport will be key to helping build our local economy out of recession. The Combined Authority working with constituent councils are focused on speeding up our future transport investment where possible and we will continue to look for opportunities for quick wins and overlapping phases of Business Case development to quicken delivery whilst maintaining quality and assurance.

Major transport projects including the A10, CAM and Soham Station have remained on track and are expected to deliver at least £39 billion GVA over the period up to 2045.

Supporting transport recovery

With fewer people opting to make journeys by public transport because of COVID-19, there was an urgent need to boost alternative modes of travel to the private car, to avoid heavy congestion on the roads, poorer air quality, and an unwelcome rise in carbon emissions.

The Combined Authority has worked closely with bus operators, whose fare revenue has been considerably reduced, to ensure a high level of services has continued to run. This includes running services for NHS key workers and intensive deep cleaning of the major bus stations in Cambridge and Peterborough.



COVID-19 Case Studies

Capital Grants

Fountain Fresh



Before coronavirus, Wisbech-based fresh food import and distribution business Fountain Fresh did not do home deliveries. Now, its swiftly created online grocery business is expected to add £1 million to their annual turnover.

"The grant has been a huge boost to us and our employees and we are all extremely grateful to the Government. Without the grant, we wouldn't have committed to buying the vans and we would have been forced to use the furlough scheme. The grant doesn't just support jobs for the delivery drivers, but also for those in the warehouse sorting and packing the orders."

Jack Hanson, Managing Director.

TND Group Ltd



TND Group Ltd use advanced vehicle dent and bodywork repair technology, including using cutting edge robotics. The Combined Authority's COVID-19 Capital Grant will be used to add another service to the business. The grant will fund a recovery vehicle, which will also create a new job for a driver. *"Currently we have to outsource that work to others. Having our own recovery vehicle means we can control costs, but also ensure we deliver a more thorough, consistent service. It will be a significant boost to what we do."*

Jordan Fisher, Managing Director and founder

Micro Grants

Cambridge Electric Transport



The coronavirus has brought into sharp focus ways people can travel while staying safe and reducing the spread of infection. Electric bicycles, or 'e-bikes', offer a solution. Cambridge Electric Transport already offers a network of e-bikes for hire aimed at commuters in and around the city and it wants to expand. It was awarded grant to purchase more e-bikes to meet demand. CEO Sean Moroney said: *"E-bikes offer safe, healthier journeys and are perfect for people who want to travel safely during coronavirus"*.

Sean Moroney, CEO

Ashwood Chiropractic Clinic Ltd



Simon Dann's (co-owner) background before becoming a qualified chiropractor was in engineering, and he will use those skills to develop and produce benches on which patients are treated, as well as a range of other products like cushions, pillows and embroidered items used by clinics. The grant will cover some of the cost of buying in the machinery needed. *"There is an opportunity in the market to develop these products and it would help the business to grow, additionally providing a more stable income stream"*

Simon Dann, Co-Owner



5. Future Growth and Investment

Growth corridors

Cambridgeshire and Peterborough is at the heart of key economic corridors that are of significance for UK global competitiveness.

The Oxford to Cambridge (OxCam) Arc is a cross-government initiative that supports planning for the future of the five ceremonial counties of Oxfordshire, Bedfordshire, Buckinghamshire, Cambridgeshire and Northamptonshire up until 2050. In May 2020 a three-layered governance structure was agreed including three representatives onto the arc leadership group executive from the Combined Authority. This table shows how vital the Combined Authority area is to the OxCam Arc contribution to GVA, housing, and job growth. The second-fastest growing Combined Authority area, Cambridgeshire and Peterborough accounts for 23% of the population of the OxCam Arc but has delivered 43% of its recent growth in GVA and 30% of its job creation. Global investors in R&D and advanced manufacturing continue to locate here. The area has an abundance of land available for housing and employment growth. This is a highly resilient base from which to build a skills-led, low-carbon recovery and deliver the national ambition for the OxCam Arc.

Combined Authority Contribution to the Ox-Cam Arc

	OxCam Arc	Combined Authority	Combined Authority as % of Arc
GVA total (2018)	£108.9Bn	£27.7Bn	25.4%
GVA Increase (2014-18)	£8.26Bn	£3.56Bn	43.1%
GVA average annual growth rate	2.39%	3.2%	N/A
Housing dwelling completions (2014/15-2018/19)	76,660	16,220	21.2%
Jobs created (2014-18)	137,000 extra jobs	42,000 extra jobs	30.7%
Population (2017)	3.74 million	859,570	23%



Growth Corridors Continued

London Stansted Cambridge Corridor describes the city axis of London and Cambridge – 60 miles apart, linked by the M11 motorway, and 1 hour by train – networked with prized international rail and flight links. Stansted Airport serves 180 destinations in 38 countries, with London City Airport and St Pancras International, all connecting the region with the rest of the world. The Innovation Corridor is a dynamic ecosystem of international businesses, academics, ambitious start-ups, City finance and law firms, all cross-pollinating to accelerate their success. The work of the Business Board in promoting the Enterprise Zones and science parks around Cambridge, served by the public transport improvements of the Combined Authority, is providing capacity for future business growth in this part of the corridor.



Cambridge to Norwich Tech Corridor contains a cluster of food, science, technology and agriculture businesses including 12,000 knowledge-intensive businesses. This is a corridor worth £23.7 billion to the economy and has an average growth of 13.5% per annum since 2010. The Business Board's Agri-Tech scheme has supported business innovation and growth across the corridor. Key trade routes also cross the Combined Authority's area, linking the East Coast Ports (and the UK's busiest container port) to the Midlands and beyond. Action by the Combined Authority to get the pinch point on the rail network at Ely addressed is a crucial part of the UK transporting more freight by rail.

England's Economic Heartland (EEH) is a partnership of Local Transport Authorities and Local Enterprise Partnerships that covers an area from Swindon and Oxfordshire in the west to Cambridgeshire and Peterborough in the east. The Combined Authority has Associate Member status. EEH has produced a draft Transport Strategy aimed at enabling the region's transport system to support sustainable economic recovery and growth, while reaching net-zero carbon emissions no later than 2050.



6. Governance, Monitoring and Evaluation

We are the first Mayoral Combined Authority working in a shire county. A young organisation, at the centre of a lively and articulate democratic community, must be open and accountable.

Our accountability looks many ways: to Parliament, through Ministers; to local partners on the Board; and, through the ballot box, to the Mayor's direct electorate. Decisions are made in public and decision-making is governed by a bespoke statutory constitution.

Projects are prioritised against objectives. Delivery milestones are published in a Business Plan. Investments are evaluated using Treasury methods. Project management and performance reporting are central to how we work. The Board monitors financial and performance data regularly.

We have established a permanent team of specialists, saving money against an original consultant-led model. They are transparently held to account for getting the job done, on time and on budget.

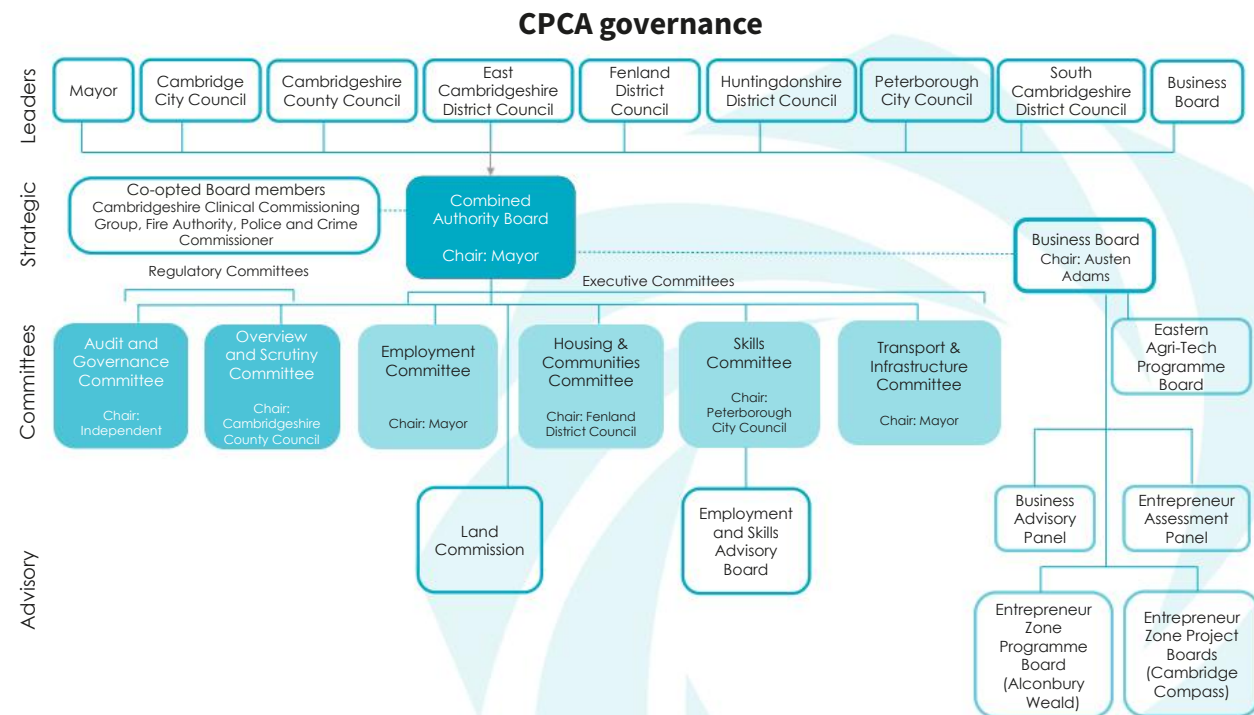
Key governance documents

The Constitution sets out how we work, make decisions, and the procedures we follow to make sure our work is efficient, effective, and transparent. Some of these procedures are set by law, while others are ones we have chosen to follow. This is reviewed on an annual basis.

The Assurance Framework sets out the respective roles and responsibilities of the Combined Authority, and the processes for ensuring accountability, transparency, legal compliance, and Value for Money. It also details how potential investments funded through the Medium-Term Financial Plan, will be appraised, prioritised, approved, and delivered. This document has been signed off by the Department for Business, Energy, and Industrial Strategy.

The Monitoring and Evaluation framework sets out the requirements for each project to follow including logic models and evaluation plans and is refreshed annually.

The 2020/2021 Combined Authority Business Plan sets out project progress and the Board is regularly updated through monthly highlight reporting.





HM Government



“THE SUCCESS OF CAMBRIDGESHIRE AND PETERBOROUGH IS A PROJECT OF NATIONAL IMPORTANCE”

The Cambridgeshire and Peterborough Independent
Economic Review 2018





'EMPOWERING OUR INNOVATION ECONOMY'

The rise to global prominence of the Cambridgeshire and Peterborough economy over the past thirty years is a phenomenon.

It is a success story of which we are hugely proud locally and which has become an essential part of our economic future nationally.

We have got here through our unique mix of world-beating academia and pioneering research and development blending with a dynamic, entrepreneurial business climate.

Our unique ecosystem of enterprise is where breakthrough ideas become business start-ups, where start-ups become scale-ups and where scale-ups become global names.

These are businesses which are changing the way we live our lives through advanced engineering and manufacturing, bioscience, AI, big data, digital, agritech and robotics. It's why Amazon, Microsoft, AstraZeneca, Google and Apple have located here.

It is exciting, but we are now at a critical phase in our growth where we need to urgently invest in a new economic agenda which will ensure our success story continues.

I'm tasked by Government to double the size of our local economy by 2042 and head off the challenges which threaten future growth. That means we must invest with long term ambition.

But in doing so we must also challenge the old ways of ponderous, often short-term, bolt-on interventions into areas like infrastructure and housing which don't properly address systemic problems. We can, and will, do better than that.

I commissioned the most comprehensive independent review of a local economy ever undertaken, to get under the skin of what makes this area tick. Its final report is the sound evidence base which provides the principles for what the good growth of our economy should look like and what is necessary to meet our objectives.

That means delivering growth which is inclusive, spreading prosperity and allowing people and businesses to maximise their potential wherever they are. It is growth which focuses on first-class connectivity, both transport and digital, to open up new work and study opportunities as well as fostering stronger networks between business clusters. It is about recognising and managing the impacts of growth on people and places and protecting and enhancing the environment. It is growth which is innovative, where the public and private sector work together to stay at the forefront of the next industrial revolution. And it is about growth which fosters healthier, stronger and thoughtfully developed communities, supporting our ambition to be a leading place in the world to live, learn and work.

Ultimately, we recognise the fundamental interconnectedness of our economy. How new infrastructure, housing, business and skills investments must complement each other to create the exciting economic future we all want to see.



Our projects are some of the most trailblazing ever seen in the UK. From the new University for Peterborough, to the Cambridgeshire Autonomous Metro, to new homes for just £100,000 – our projects are enabled and enhanced by each other.

The Mayoral Combined Authority is showing what powerful local partnerships and determined, passionate, grassroots leadership can achieve for a region.



No more weak links and nobody left behind. Levelling up means a region moving forward together.

But this isn't just about vision. It is about delivery. We have projects coming out of the ground and schemes shovel ready and primed for investment.

We are open for business.

This prospectus is about showing how you can be a part of powering forward an economy building tomorrow's world today.

Welcome to the opportunity.

James Palmer
Mayor of Cambridgeshire and Peterborough



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A UNIQUE ECONOMY, OUTSTRIPPING UK GROWTH



GVA Growth

(Source: ONS Dec 2019)

PETERBOROUGH GROWTH UP 10.4%
CAMBRIDGESHIRE GROWTH UP 4.7%
UK GROWTH UP 3.4% FOR 2017-18

Value of economic output: **£22 Billion**

A CORNERSTONE ECONOMY OF KEY UK GROWTH CORRIDORS

Cambridgeshire and Peterborough is at the heart of UK eastern enterprise and links key economic corridors that are of global attraction.

Cambridge to Oxford Arc:

- Contributes £111bn in GVA to the UK economy.
- Population of 3.7 million.
- Productivity 3% higher than the UK average.
- 44,000 new jobs created per year for the last 5 years.

Cambridge, Stansted to London Corridor:

- Contributes £152bn in GVA to the UK economy.
- 52.7% qualified at degree level or higher (UK average 32.5%).
- 24,700 start-ups in 2015, 32.1% higher than the UK average.

Cambridge to Norwich Tech Corridor:

- Contributes £23.7bn in GVA to the UK economy.
- Tech and food science powerhouse.
- Growth of 13.5% annually since 2010.
- 12,000 knowledge-intensive businesses.





INTRODUCING THE INNOVATION ECONOMY

The success of the Cambridgeshire and Peterborough economy has been built on mould-breaking, dynamic enterprise. It draws a wealth of talented, entrepreneurial people. It has an academic pedigree that is world-beating. It attracts research and development funding from across the globe and it has a track record of turning pioneering ideas into global businesses.

It is an innovation-led, knowledge-intensive economy founded on a unique ecosystem of enterprise. It has produced GVA and jobs growth which has accelerated ahead of the UK average.

Those enterprises are commercialising ideas and technologies which change lives and are at the vanguard of tackling the 'Grand Challenges' facing humanity in the 21st century, from the future of mobility to managing an ageing society.

The root and branch Cambridgeshire and Peterborough Independent Economic Review (CPIER), led by economist Dame Kate Barker,

described the economy as a fundamental part of the UK's national Industrial Strategy.

If not Cambridgeshire and Peterborough, the choice for many of these companies would be to move overseas. This is a major reason why creating the conditions for sustained growth was described by the CPIER as a "project of national importance".



BUILT ON INNOVATION...

- ◆ £1.6bn funding for Cambridge University spin-outs, creating 5,000 new businesses
- ◆ Agritech worth £4bn to the economy and predicted to grow 10% by 2028
- ◆ Cambridge has more patents per capita than Silicon Valley
- ◆ Greater Cambridge knowledge-intensive business turnover growth of 10.9% annually for the last 6 years

GROWTH AND INNOVATION IS EVERYWHERE

From Peterborough, to the Fens, to Greater Cambridge, growth is being felt in every city and district.

The CPIER described Cambridgeshire and Peterborough as having three sub-economies, each with their own strengths, challenges and opportunities. They are:

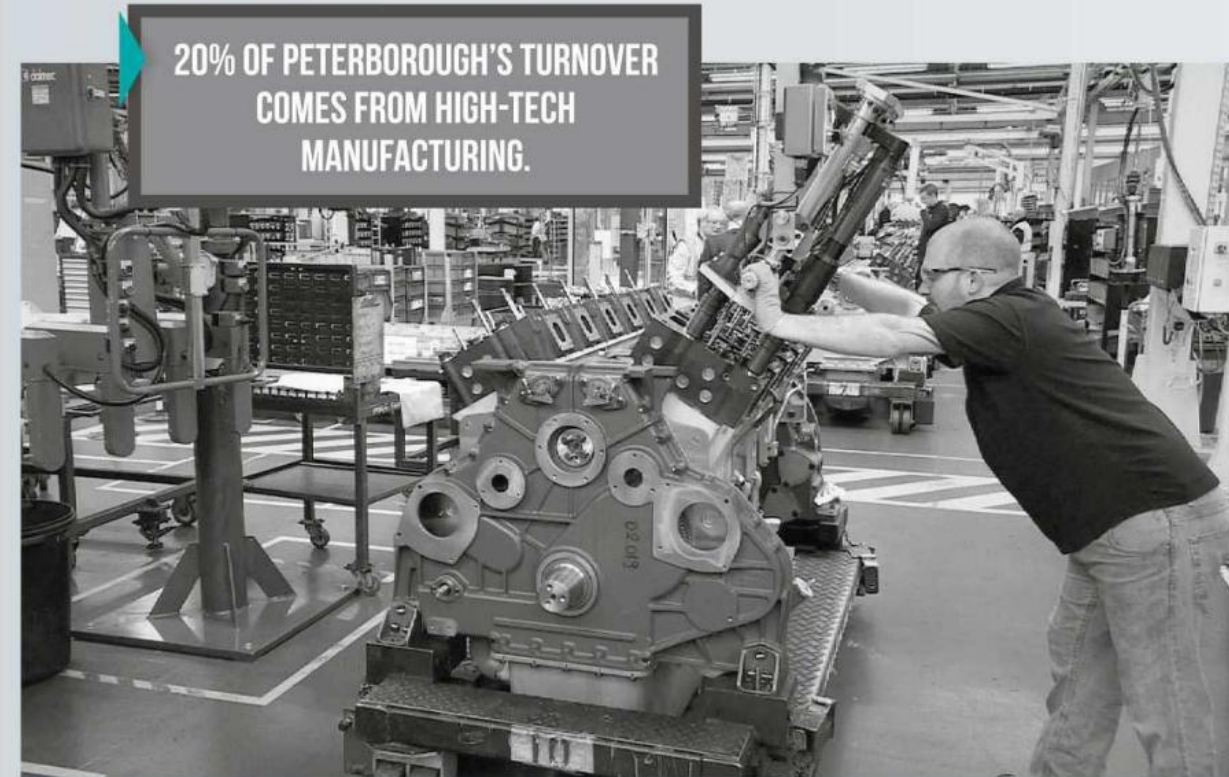
Greater Peterborough: The UK's fourth fastest growing city in terms of population posted GVA growth of a phenomenal 10.4% in 2017-18.

PETERBOROUGH IS SPEARHEADING CLEAN GROWTH, BEING PART OF DAME ELLEN MACARTHUR'S CIRCULAR CITIES NETWORK. IT ALSO HAS MORE ELECTRIC CARS PER HEAD THAN ANY OTHER UK CITY.

Peterborough is well connected, serving as a key hub between the East and the Midlands and hence its transport and logistics economy is strong. Amazon and Tesco are among firms to locate distribution centres there.



Leading advanced engineering firms are based in Greater Peterborough including Perkins, part of Caterpillar, and Peter Brotherhood. Stainless Metalcraft is close by in Chatteris. This is a key sector targeted for growth and support in our own Local Industrial Strategy.



The Fens: The area contains 50% of the UK's very best 'Grade 1' agricultural land. This natural asset is augmented with a cluster of pioneering agritech, science and nutrition enterprises working in partnership with farmers and growers.

The future of UK and global food production is being nurtured in the Fens.

AGRITECH IS WORTH £4BN TO THE ECONOMY AND IS PREDICTED TO GROW 10% BY 2028. IT CURRENTLY EMPLOYS 38,000.

The Fens is also home to successful and innovative micro businesses.



Greater Cambridge: 'Silicon Fen' or the 'Cambridge Cluster' are familiar names for an economy founded on networks of high-tech industry powered by talented, enterprising people.

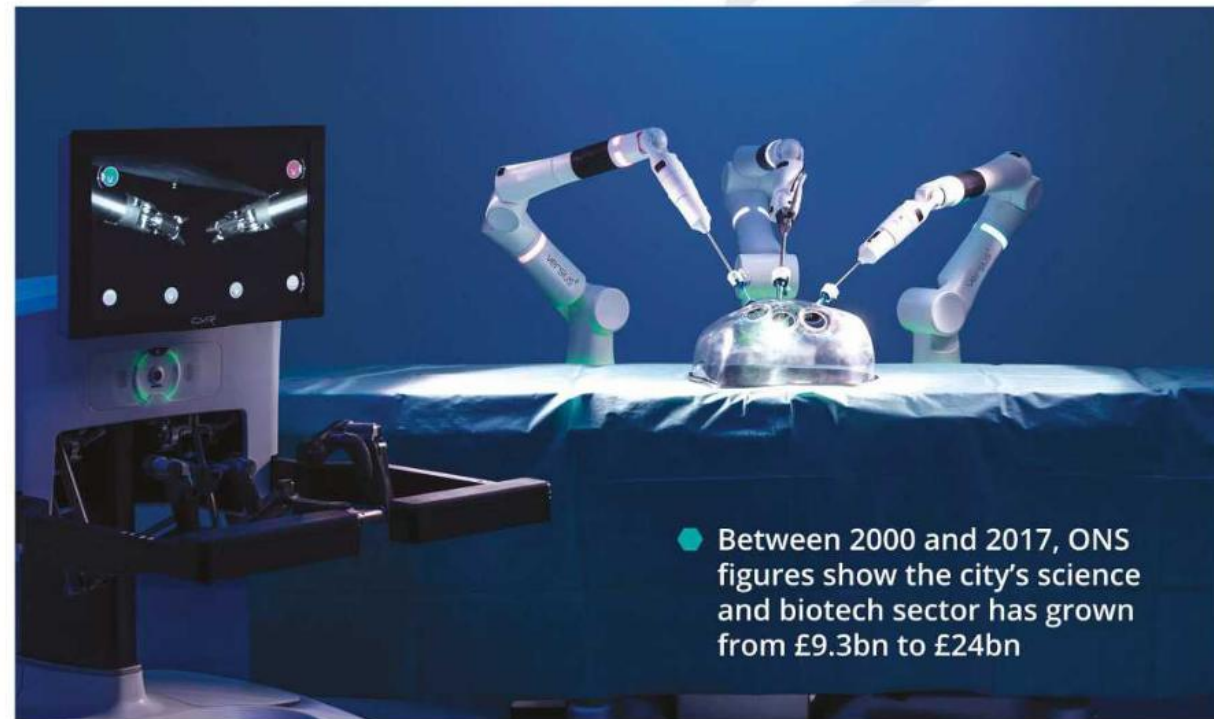
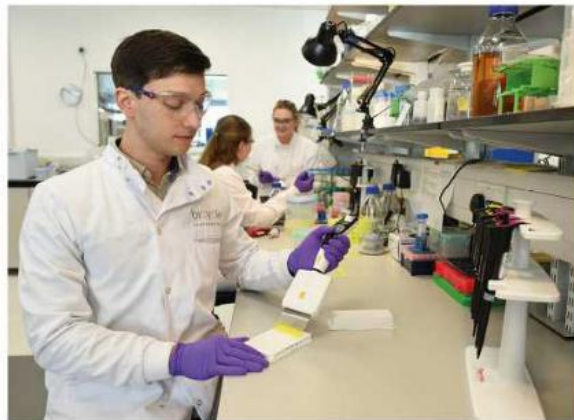
Bioscience, AI, IT, robotics, software, automation and big data are all well-known areas of expertise. But it also has a thriving advanced engineering cluster and, in terms of turnover, construction and utilities is the biggest sector, thanks to large corporations like Kier.

AstraZeneca moved its global HQ to Cambridge in 2016. Microsoft established its first non-US research centre in Cambridge in 1997, and Apple, Amazon, Google and Samsung are among others to have a base here.

60,000 PEOPLE WORK IN
NEW TECH AND PHARMA JOBS IN
GREATER CAMBRIDGE.

Homegrown enterprise is also very strong, where 'indigenous' companies have higher growth rates than average. ARM, for example, founded in 1999, sold for £31bn to Softbank in 2016.

A process of agglomeration, where knowledge-intensive businesses and entrepreneurs gather together in clusters, has resulted in a multiplier effect which has powered the economy forward.



Between 2000 and 2017, ONS figures show the city's science and biotech sector has grown from £9.3bn to £24bn



THE CHALLENGE: ADDRESSING THE IMPACTS OF GROWTH

While economic growth has powered ahead, the CPIER report identified the challenges that must be met if growth is to continue.

The economic evidence has set us two major challenges.

First, we need to ensure that Greater Cambridge's economic success story continues, keeping it attractive to global business and the brightest people. Secondly, we need to broaden our economic base further across the economy, including to market towns, to find the necessary productivity and capacity headroom in which growth can be sustained.

These challenges, and the challenge of sustaining growth more generally, are interlinked. Business success has led to exceptional jobs growth, which has attracted more people into the economy. But this has put pressure on transport networks and forced house prices up. Investment back into the foundations of the economy has not kept pace.

A lack of affordable housing in high growth areas means people live further away from where they work. Long commutes reduce productivity and mean people are using already-busy transport networks more intensively. This in turn pressures the environment and the sustainability of the economy. Ultimately it harms enterprise and public services and it harms communities, health and quality of life.



While growth has been more inclusive than in many parts of the UK, there remain significant inequalities. Alongside wealth, skills levels, particularly in the Fens and Peterborough, are behind national averages. There is huge potential for prosperity to be felt by more people and spreading opportunity and increasing productivity will be crucial to achieving economic growth overall.

The three sub-economies are growing, but the clusters and networks which have made Greater

Cambridge a phenomenon haven't spread or been replicated to the same extent elsewhere. But they can be. By developing better connections – transport, digital and through stronger business networks – we can create new linkages among regional enterprise, allowing Cambridgeshire and Peterborough to work closer as one economy.

By addressing the distinct challenges of each of the three sub-economies we can better create the conditions for sustainable, inclusive growth.



SELECTED CPIER RECOMMENDATIONS

CPIER

CAMBRIDGESHIRE & PETERBOROUGH
Independent Economic Review

- **Infrastructure:** Alleviate the pressure on the transport network around Greater Cambridge by investing quickly in new capacity. Better roads, rail and public transport will also help draw the economy closer together.
- **Housing:** Significant acceleration of house building from around 4,700 to 6,000 – 8,000 units per year. Houses must be well planned spatially, supported with infrastructure, helping to foster stronger communities and better quality of life.
- **Skills:** Supporting business to develop greater skills among staff, alongside devolved skills funding to make targeted, strategic training available to more people.

The opportunity of addressing the challenges outlined in the CPIER report is a reshaping of the economy to once again deliver a period of exceptional growth.



LAYING THE FOUNDATIONS FOR GROWTH





CAMBRIDGESHIRE AND PETERBOROUGH INDEPENDENT ECONOMIC REVIEW (CPIER)

The Cambridgeshire and Peterborough Independent Economic Review was a root and branch, whole-system analysis of the local economy, chaired by leading economist Dame Kate Barker.

It set out the vital importance of the region to the national economy and its industrial future and identified the opportunities and threats to further growth.

Hailed locally and nationally when it was published in September 2018, it is a significant and authoritative evidence base which underpins the growth strategy for the region. It has challenged all partners, local and national, to roll out the

investments and initiatives needed to power the economy forward into the 21st century.

All of its recommendations were unanimously backed by the Mayor and the leaders of the constituent authorities which make up the Combined Authority. The final report can be viewed online: <https://www.cpier.org.uk/>



The Mayoral Combined Authority's mission is to realise the agreed terms of the Devolution Deal for Cambridgeshire and Peterborough, chief of which are to:

- Nearly double the size of the economy from £22bn to £40bn by 2042.
- Enhance the region as a global leader in knowledge and innovation, building on key sectors like life sciences, IT, agritech, advanced engineering and digital industry.
- Provide world-class connectivity and transport systems.
- Accelerate house building to meet local and national need.
- Provide the UK's most technically skilled workforce.
- Spread prosperity and improve quality of life by tackling areas of deprivation.

To help meet this challenge, the CPIER report was commissioned to give the understanding required to develop a strategic response.

But more than just boosting our economy, the Mayoral Combined Authority has taken a broader view.

We've asked: How can we shape growth to make Cambridgeshire and Peterborough a leading place in the world to live, learn, work and do business?



OUR APPROACH

Mayor James Palmer is spearheading an agenda which seeks to reflect the fast-paced, knowledge-intensive and pioneering economy which is the hallmark of Cambridgeshire and Peterborough.

To truly 'level up' the economy the Mayoral Combined Authority is injecting new thinking. The status quo of public sector delivery has not kept pace with our dynamic business environment.

Piecemeal, sticking plaster gestures on transport infrastructure, bolt-on housing developments to already pressured communities, and business and skills programmes which lack strategic vision no longer cut it.

A preparedness to challenge and disrupt and to be bold and direct is central to the Mayoral Combined Authority's strategy to deliver. That approach is eye-catchingly manifested in a series of UK-first schemes across housing, transport and business and skills.

But this approach also exists in the way key projects

are funded and advanced ahead of conventional timescales. Innovations such as land value capture and tax increment financing blend with leveraging public and private sector investment, where the business case for future returns is clear.



But it is not about being different for its own sake.

The Mayoral Combined Authority is viewing the economy in a more fundamental way, in-the-round. Every asset from the base natural environment, through to human, social, intellectual, manufactured and financial capitals are all linked.



Using evidence provided in the CPIER the Mayoral Combined Authority's approach is to treat the economy as a whole system, which can only be as strong as its weakest link.

It is about maximising our potential and bringing greater prosperity to more people and places.

We are creating sound foundations for growth through a strategic framework that will, as far as the current devolved powers allow, make the most of every pound invested.



OUR FOUNDATIONS OF GROWTH

The way we are creating the conditions for growth give rise to a series of consistent principles which draw on the CPIER and the Cambridgeshire and Peterborough Local Industrial Strategy.

The five foundations for levelling up our economy are:



Innovation – Powering and sustaining a dynamic economy with pioneering projects, delivered in new ways.



Connectivity – Linking people and enterprise via world-class transport and digital infrastructure, while also strengthening and expanding business and skills networks.



Inclusivity – Spreading prosperity by giving people the means to reach their potential.



Sustainability – Protecting and enhancing the environment and recognising and managing the impacts of growth.



Place – Quality by design, building stronger communities and healthier, happier lives in a leading place in the world to live, learn and work.



INTERLOCKING STRATEGIES

Our strategic framework provides the basis for the planning, development, assessment, design and delivery of interventions across Cambridgeshire and Peterborough. It forms a robust platform for the Mayoral Combined Authority's ambitious agenda.



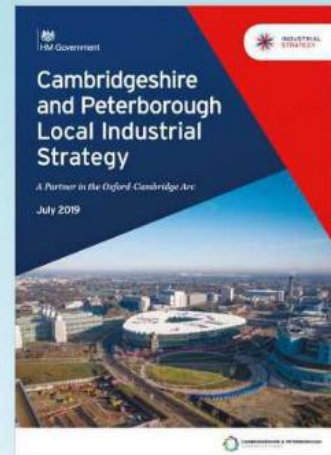
The primary documents in the framework are the Local Transport Plan, the Local Industrial Strategy, the Non-Statutory Spatial Framework and the Housing Strategy.

Each document has been developed in tandem with each other as well as taking note of other local, regional and national policies.

The framework guides a consistent, relevant, coherent and complementary suite of on-the-ground schemes designed to meet the Mayor's overarching ambition for Cambridgeshire and Peterborough.



Local Transport Plan (2020): The plan details the delivery of a world-class transport network for Cambridgeshire and Peterborough which supports sustainable growth and opportunity for all. It describes the projects that the Mayoral Combined Authority and its partners will deliver and how.



Local Industrial Strategy (2019): Developed with central Government to align with the national Industrial Strategy, its aim is to enhance the position of Cambridgeshire and Peterborough as a global leader in knowledge and innovation. It focuses on our key sectors and builds on the CPIER report by offering clear actions to create the conditions for growth, increased productivity and a more inclusive economy.



Non-Statutory Spatial Framework, Phases 1 (2018) and 2 (In Development): Phase 1 detailed how more than 90,000 new jobs and 100,000 new homes described in Local Plans for Cambridgeshire and Peterborough could be supported via a spatial strategy. The framework is about how strategic planning can shape growth to make the economy more inclusive and sustainable, while strengthening communities and enhancing quality of life. Phase 2 will build further on that work to shape growth to 2050 and beyond. It will be a challenging, ambitious, and forward-thinking document, setting a high bar on the approach needed to drive a globally competitive 21st century economy.



Housing Strategy (2018): The document details how the Mayoral Combined Authority is responding to the housing crisis by accelerating housing delivery, expanding the choice of housing types and tenures and delivering better placemaking and thriving communities. The strategy identified the need for a development company, armed with a toolkit of potential options for intervention in the housing market to bring forward the homes needed.



POWERFUL PARTNERSHIPS

Partnership working is essential to delivery. We are collaborating with partners locally, regionally, nationally and globally and building effective working relationships with the private sector.

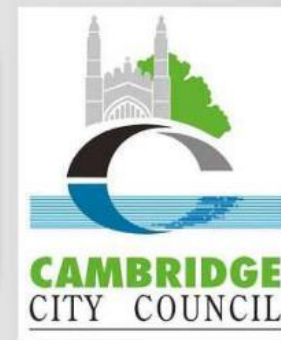
The benefit of being 'Combined' is that we can draw on the unparalleled local knowledge and talent of our constituent authorities, as well as the people and businesses which make our cities and districts tick.

The publication of the CPIER report was hugely significant. Its unanimous support has focused minds locally, and has given a rallying point around which everyone is committed.

Every single recommendation of the CPIER report was backed by the leaders of our constituent councils and we are all working together to deliver a shared growth ambition.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY





THE BUSINESS BOARD

In 2018, the Local Enterprise Partnership (LEP) for the region merged with the Combined Authority.

As of September 2018, the LEP became the Business Board, made up of local business leaders who are driving some of the most successful, dynamic and important companies in the area.

The Business Board gives commerce a strong voice in strategy development and decision making relating to the Combined Authority. Its input is a vital part of meeting the ambition to level up the economy and boost productivity, whilst shaping the region as a leading place to live, learn and work.

The Business Board is responsible for the rollout of the Local Industrial Strategy for Cambridgeshire and Peterborough. It also guides a range of grant and business support schemes to lever growth, including making recommendations on bids to the £147 million Local Growth Fund.



Chairman – Austen Adams

*Avingtrans: MD, Process Solutions & Rotating Equipment
(Advanced Engineering)*

MEMBERS:



Dr Tina Barsby
NIAB: CEO (Agritech)



Mark Dorsett
*Caterpillar Inc: Global HR Services Director & UK Country Director
(Advanced Manufacturing)*



Faye Holland
*Cofinitive: Founder and Director
(Communications)*



Prof Aamir Khalid
*TWI: Chief Executive
(Advanced Engineering)*



Al Kingsley
NetSupport: Managing Director (Software)



Nicki Mawby
HR Your Business Matters: Director (HR and training)



Jason Mellad
*Start Codon: CEO
(Healthcare)*



Prof Andy Neely
University of Cambridge: Pro-Vice-Chancellor for Business Relations



Nitin Patel
Consultant and lecturer on business transformation



Rebecca Stephens
*Syntax Communications: Director
(Communications)*



Kelly Swingler
*The Chrysalis Crew: Founder
(HR Consultancy)*



PRIVATE SECTOR AND GOVERNMENT

The Mayoral Combined Authority works closely with Government and its agencies and is collaborating with the private sector to deliver key projects.

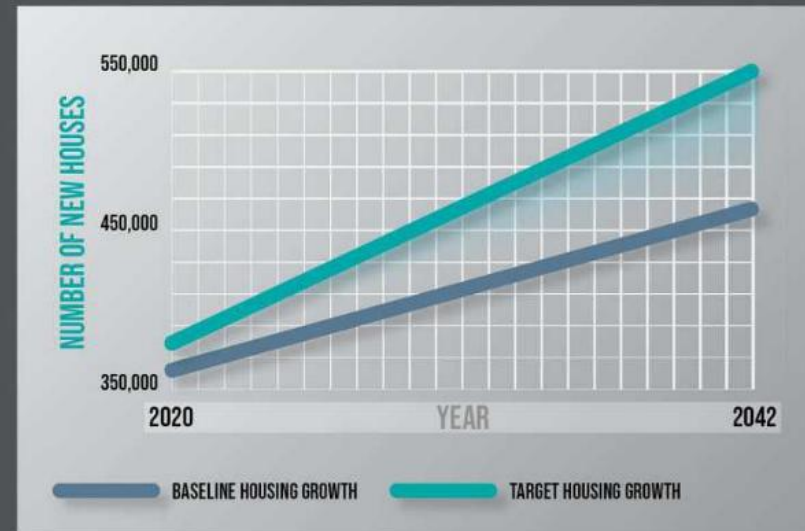
The CAM Metro for example has a Partnership Board heavily featuring private sector representation. The local business community is regularly consulted with on the development of the new University for Peterborough, and will be instrumental in the development of its curriculum. Housebuilders have partnered with the Mayoral Combined Authority in the development of £100K Homes.

Working with key national bodies including Network Rail and Highways England has also been essential to realising accelerated delivery timetables, with tangible results for a new rail station at Soham and business case development on dualling the A47.

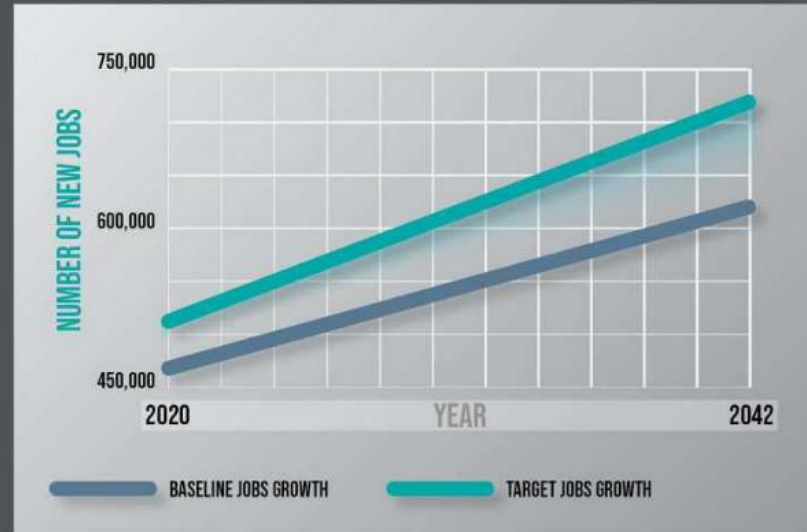


MEETING THE CHALLENGE, SEIZING THE OPPORTUNITY...

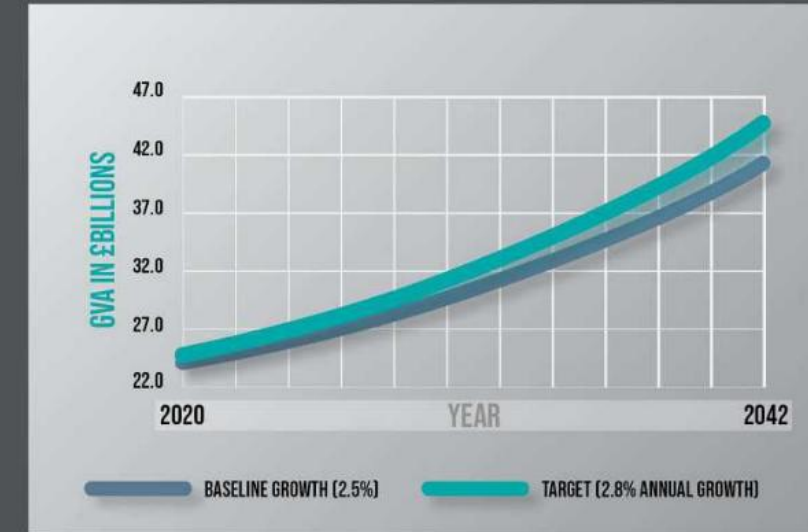
We have set a specific and measurable economic growth ambition. Compared to business as usual, and guided by the CPIER report, it is estimated that doubling the size of the economy over 25 years will require investments delivering:



MEETING THE CHALLENGE, SEIZING THE OPPORTUNITY



**AN EXTRA
154,000 JOBS
CREATED**



**AN EXTRA
£3.4 BILLION
PER YEAR IN
ECONOMIC
OUTPUT
BY 2042**



OUR PRIORITY PROJECTS

Our projects are the manifestation of the ambitions and the strategic foundations we have put in place.

They embody everything the Mayoral Combined Authority should be about. This is not just cherry-picking the schemes which offer the highest notional return on investment. Our thinking is broader. We are targeting our weakest economic links, while enhancing and expanding our successes.

Each project is designed to act as an enabler and an enhancer of the next. A transport scheme is about more than just journeys, a housing scheme is about more than just building places to live, and a skills initiative is about more than just qualifications.

The following section describes how each initiative will work to be more than the sum of its parts by following guiding principles on our long term vision for a truly levelled up economy.

**“WE HAVE THE MOST
EXCITING AGENDA OF
INVESTMENT INTO A
REGIONAL ECONOMY
SEEN ANYWHERE IN
THE UK.”**

J.P. Palmer
Mayor James Palmer

PETERBOROUGH

- University for Peterborough
- A47 dualling
- Adult Education focus
- Health and Care Sector Work Academy
- Road upgrades, A16, A605, A1260

HUNTINGDONSHIRE

- Market Towns Masterplans: St Neots, St Ives, Huntingdon, Ramsey
- Contribution to A14 upgrade
- CAM Metro routes to Huntingdon and St Neots
- CAM extension to Alconbury Weald
- Upgrading the A141

SOUTH CAMBRIDGESHIRE

- CAM routes radially from Cambridge
- A10 dualling
- Cambridge Northern Fringe East new community
- A505 corridor upgrade

REGIONWIDE

- £100K Homes, Community Land Trusts and Affordable Housing
- Reform of buses
- Digital infrastructure rollout

FENLAND

- Fenland Stations Regeneration Prog.
- A47 dualling
- Adult Education focus
- King's Dyke crossing
- New rail link to Wisbech
- Market Towns Masterplans: Chatteris, Whittlesey, March, Wisbech
- Wisbech road upgrades

EAST CAMBRIDGESHIRE

- Soham Station
- CAM route
- A10 dualling
- Market Towns Masterplans: Ely, Soham, Littleport
- First CLT and £100K Homes delivery

CAMBRIDGE

- CAM Metro
- Cambridge South Rail Station
- Cambridge City Housing Programme





TRANSPORT



Cambridgeshire and Peterborough is a large and diverse region of 340,000 hectares, which is home to 850,000 people and 42,000 businesses. It is a mix of cities, market towns and villages and so developing the right transport interventions is complex.

We are responding to the challenge with the most exciting package of transport schemes seen anywhere in the UK and rooted in a sound evidence base that will deliver significant returns on investment.

Transport's role in meeting our ambitions for growth is about connectivity; linking people with better job opportunities and helping businesses build stronger networks in the wider economy. Transport's role must not only underpin increased prosperity, but also open up opportunity for more people wherever they live.

Investment in our transport infrastructure is needed to unlock much-needed new housing and commercial space, while also playing a major role in meeting our targets on carbon reduction and

enhancing nature and biodiversity. It is about sustainability in every sense.

And it is about delivery, where we are challenging the old ways of building infrastructure to shorten timetables, cut waste and work more collaboratively with partners both private and public.

OUR AMBITIONS FOR A WORLD-LEADING TRANSPORT NETWORK REFLECT THE BOLD, PIONEERING NATURE OF OUR ECONOMY AND OUR OVERRIDING PRIORITY TO ENSURE OUR GROWTH CONTINUES. WE'RE DEVELOPING NEW MODES AND UPGRADING OLD ONES. AND WE'RE EMBEDDING THAT IN NEW SYSTEMATIC, STRATEGIC APPROACHES THAT WILL SERVE AS A TRANSFORMATIONAL TEMPLATE FOR THE ROLE TRANSPORT CAN PLAY IN SUPPORTING THE LEVELLING UP OF AN ECONOMY.



TRANSPORT



Innovation – Delivering the future of mobility through new technology and transport modes and changing the way major infrastructure is delivered.



Connectivity – Bringing better, faster, more integrated journeys to people and businesses everywhere, pulling our economy closer together.



Inclusivity – Effective, affordable transport for all, allowing more people to share in opportunity and prosperity and spreading growth to more places.



Sustainability – Futureproofed connectivity to underpin housing and jobs growth while supporting net zero carbon emissions by reducing reliance on the private car.



Place – Jobs within 30 minutes' travel of homes, healthier journeys and supporting thoughtfully planned infrastructure and placemaking which puts people first.



CAMBRIDGESHIRE AUTONOMOUS METRO (CAM)

One of the largest, most pioneering infrastructure projects in the UK, the CAM will offer a revolution in the way people move around a small city and the wider region.

The CAM will provide clean, fast, reliable, affordable and convenient mass transit, joining up a whole regional economy including Cambridge city centre, key employment sites, towns and villages.

The CAM is about much more than just journeys. It embodies the principle of a whole-system approach to levelling up an economy. It is an enabler of the economic future we want tomorrow and it is enabled by the innovation economy we have today.

The CAM will be a foundation for the sustainable housing and business space needed for growth. It will offer a strategic solution to the overlapping challenges of productivity, capacity, environmental sustainability and wider quality of life issues. And it supports inclusive growth by helping to connect more people to opportunities in our economy.



Illustrative vehicle example.

DELIVERY: 2023-2029



It is made possible by our world-class business clusters, and the associated jobs growth and global reach of our innovation economy. The need to build more homes and business space – and the finance this can lever, including through developing garden villages – makes funding the CAM a reality.

We are taking a 'One CAM' approach which means delivering the scheme as one, joined-up system. The establishment of a separate delivery company will provide the right expertise and resource needed at every phase of the programme. It will be led by a chairman and board which will include some of the brightest minds in local business and academia, providing a grassroots energy so often lacking in major infrastructure schemes.

The CAM will use a technologically advanced, sustainable, highly flexible trackless electric vehicle. The network will run above ground on segregated routes except in the historic centre of Cambridge where tunnelling will be necessary. It will also connect with key rail interchanges, including

East West Rail, and work seamlessly with the bus network and other transport modes like cycling and walking to offer truly integrated connectivity.

The CAM offers solutions not just to the critical long-term risk factors holding back our growth, but also provides huge opportunities for the economy to become even stronger.



Illustration of a CAM underground station at Cambridge.





Funding strategy:

Private and public sector investment will deliver the CAM. It is a project which will also make use of forward-thinking funding mechanisms. Land value capture, where the increase in value of land unlocked by being set down for development is capped and the remainder used to fund homes and key infrastructure, is one such mechanism. Tax increment financing, where anticipated future tax revenues are used to finance current improvements, is another.



Innovation – CAM is a revolutionary concept in how to move people around a small city and the wider region to power growth and productivity. An innovative delivery strategy will change how infrastructure is funded and built.



Connectivity – CAM offers world-class public transport, offering better, faster journeys, which pull our economy closer together, fostering stronger links between people and business.



Inclusivity – Affordable, accessible transport for all, opening up economic opportunities for more people in a high growth area.



Sustainability – Futureproofed technology which puts in infrastructure to unlock housing and jobs growth. Clean transport which supports the target of net zero emissions, providing a more attractive travel choice than the private car.



Place – CAM supports thoughtful, high quality placemaking, including through garden villages, where homes are within 30 minutes' travel of jobs, strengthening communities and improving quality of life.



WISBECH RAIL

The scheme will see a new station at Wisbech and the restoration of the rail link to March, once again connecting the town to mainline services.

For just 8 miles of railway, a transformational effect will be had on Wisbech, while benefitting the wider economy.

The project's core aim is to open up economic opportunities for people and business, support housing and jobs growth and help to revitalise the town's future. It will also be key to the delivery of the Wisbech Garden Town featuring 12,000 homes and 100 hectares of employment space, creating a sub-regional centre interfacing with the whole economy. The Department of International Trade identified the Garden Town project as being worth £2-3 billion in gross development value.

Offering mainline rail connections to Cambridge and Peterborough without interchange, it will help increase investment into the town and drive aspiration.

VALUE: £230.5 MILLION

The scheme meets one of the key growth ambitions of the Mayoral Combined Authority to broaden the base of our economy, especially to areas which have not shared fully in the benefits of prosperity.

Wisbech Rail will help reduce the pressure on housing in the Greater Cambridge area, while supporting the regeneration of a town which suffers from deprivation according to several indices.





WISBECH RAIL



Innovation – Spearheading the reintroduction of previously axed infrastructure to unlock the potential of Wisbech as a key sub-regional economic centre.



Connectivity – A direct rail link from Wisbech to Cambridge, Peterborough and beyond will be transformational for people and business.



Inclusivity – Opening new economic and skills opportunities to more people in a town which has fallen behind higher growth areas.



Sustainability – Attracts investment to an area with greater capacity for growth, including providing infrastructure for the new Wisbech Garden Town. Delivers the environmental benefits of public transport by reducing private car journeys.



Place – Supporting projected housing and jobs growth with a public transport option which will help regenerate and support a thriving market town.



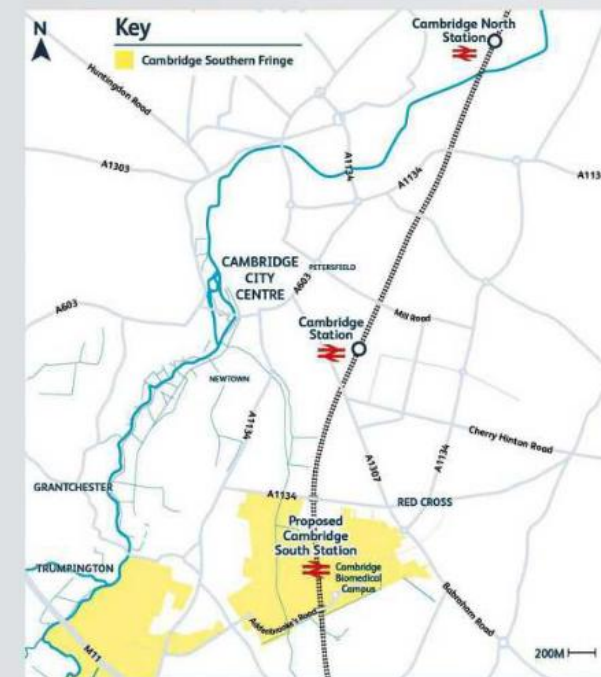
CAMBRIDGE SOUTH STATION

A railway station serving the busy and thriving Cambridge Biomedical Campus is essential if its projected growth in jobs and visitors is to be sustained.

The Mayoral Combined Authority has championed the Cambridge South scheme and in 2020, the Government committed to funding the project.

The focus will be on not just creating a rail station, but a multimodal transport hub, that takes in the CAM, bus services and cycling and walking infrastructure.

The campus hosts the global headquarters of AstraZeneca and the internationally renowned Addenbrooke's teaching hospital. Also based there are Abcam plc, GlaxoSmithKline and the University of Cambridge School of Clinical Medicine comprising twelve academic departments, four research institutes and five Medical Research Council (MRC) units, to name just a few.



DELIVERY: OPERATIONAL BY 2025

It is a hub of excellence which has huge potential to develop further.

Due to the growing visits to the campus daily from employees, visitors and patients, a better public transport solution to take pressure off the road network is essential.

An anticipated 27,000 jobs will be based at the Campus by 2031, alongside thousands of new homes planned around the area. Shifting more people on to public transport will deliver the capacity needed to make that growth sustainable.

Although the station's delivery was initially intended to be delivered as part of East West Rail, Mayor James Palmer has successfully lobbied for the project to be a focus in its own right.



Innovation – A brand new public transport solution driven by the needs of a thriving hub of pioneering scientific breakthroughs, biomedical research and development, and dynamic business.



Connectivity – Providing essential public transport links through to London and the Ox-Cam Arc, as well as across the region.



Inclusivity – Opening up work and study opportunities and healthcare excellence to more people via public transport.



Sustainability – Essential to accommodate planned jobs and housing growth while reducing environmental pressure by encouraging fewer car journeys.



Place – Reducing impacts of congestion on communities and offering healthier, quicker and cleaner journeys than via private car.





FENLAND STATIONS REGENERATION PROGRAMME

The Fenland District Council area contains three rail stations at Manea, March and Whittlesey. A rail journey from March or Manea to Cambridge only takes around 30 minutes, and just a little longer from Whittlesey. Peterborough is even closer and there is also a direct link to international travel at Stansted.

Yet despite this, the lack of regular services means the potential for Fenland rail is not being met. Additionally, the stations themselves have a lack of good, modern facilities which reduces their appeal for users.

Improving Fenland's connectivity to the wider economy via rail will reinvigorate the area and drive up aspiration. It will help to spread growth to more people and places, reduce commuting times, and it will give the headroom needed to support new jobs and homes.

So the Mayoral Combined Authority is regenerating these stations by investing in new facilities like car

parks, ticket machines, lighting and shelters and by working with key partners to unlock the regular services needed.

Mayor Palmer is particularly targeting the CrossCountry Trains-operated route which is currently the only one which can directly link Cambridge and Peterborough and the three Fenland stations.



The ambition is to develop:

- Regular stops at all Fenland stations particularly at peak commuting times and a doubling in frequency of services between Stansted, Cambridge and Peterborough (and vice versa) from hourly to half-hourly.
- An increase from two-carriage to four-carriage services to improve capacity and comfort.
- Later services from Monday to Saturday so people can have confidence working in Cambridge and London and commuting via rail. Later trains will also allow people in Fenland to enjoy evenings out in Cambridge and Peterborough and catch late flights at Stansted.
- Stops at Cambridge North station to access job opportunities including at Cambridge Science Park.

Key partners, including train operators, Network Rail and the Department for Transport, are being engaged on the service plans.

The upgrades to the stations are already well under way, with new facilities already installed in a programme of work that will run into 2021.



Mayor James Palmer during the installation of new lighting for users of Whittlesea Station.

VALUE: £9 MILLION
DELIVERY: ONGOING



FENLAND STATIONS REGENERATION PROGRAMME



Innovation – A comprehensive strategy for bringing better rail to an entire district.



Connectivity – Providing a reliable, frequent public transport link to Cambridge and London in an area previously underserved with transport infrastructure investment.



Inclusivity – Supporting the spreading of economic opportunity to people in Fenland.



Sustainability – Reducing private car commuting, while also supporting needed infrastructure to accommodate jobs and housing growth.



Place – Regeneration of run-down stations, providing a better user experience, while supporting healthier, cleaner journeys to improve quality of life.



A47 DUALLING

Underinvestment in the A47 has held back the economy of Cambridgeshire and Peterborough, and East Anglia generally, for decades.

Despite linking the East with the Midlands and the North, and connecting two major centres in Peterborough and Norwich, the majority of the road is single carriageway.

The project involves dualling from the A16 junction east of Peterborough through to the Norfolk border, meaning the whole road in Cambridgeshire will be dual carriageway. The project is being developed as one whole scheme, rather than the conventional, slower approach of piecemeal upgrades.

Dualling will help redress underinvestment in transport infrastructure in the north of Cambridgeshire, which has impacted its market towns, stifled investment from business and has not delivered the jobs and housing growth the whole region needs. Study work shows dualling has the potential to support 30,000 additional homes on top

of the 20,000 already proposed under Local Plans.



VALUE: £600 MILLION
DELIVERY: 2025-2030

Spreading economic growth to areas like Whittlesey, March and Wisbech will be dependent on the right connectivity. A47 dualling will complement schemes like Wisbech Rail and the regeneration of Fenland rail services and support the development of the new Wisbech Garden Town of 12,000 homes. It will also be a major boost for people living and working in Peterborough and support the significant



amount of freight – particularly agricultural produce in the fertile Fens – that makes its way across the country and overseas.

The work can also dovetail with much-needed flood risk mitigation infrastructure, to protect the region and its nationally important Grade I farmland.

Additionally, the road has a well-known poor safety record on single carriageway stretches, which has caused too many deaths. Frequent, less serious accidents, cause time consuming diversions along narrow local roads.

Dualling the A47 will give the Fens the foundation it needs to thrive.



Innovation – Working with Highways England to deliver a one-scheme solution, rather than relying on slower, piecemeal upgrades.



Connectivity – Delivering faster journeys locally, across East Anglia and into the Midlands, opening up new job opportunities for people and commercial benefits for business.



Inclusivity – Regenerating a less affluent part of the region by stimulating growth and investment and improving opportunity.



Sustainability – Supporting planned housing and jobs growth with infrastructure and mitigating against future flood risk.



Place – Supporting better planned communities, including the Wisbech Garden Town and improving quality of life with faster, safer journeys with fewer delays.



SOHAM STATION

The East Cambridgeshire town of Soham is growing and is ideally located to link with the nearby economies of Ely, Newmarket and Greater Cambridge.

But with no mainline rail station, this rural centre lacks much-needed connectivity. The long-standing Soham Station project was previously blighted with delay and inertia, but the Mayoral Combined Authority has stepped in with a fresh approach to accelerate its delivery.

Mayor Palmer challenged that a relatively simple platform, footbridge and car park should be deliverable quickly. Working with Network Rail, the Mayor has challenged the usual sequential, phased approach to rail infrastructure delivery. Instead, Soham Station will see overlapping phases in a much-condensed process. The result is something of a mini revolution in how to deliver simple, effective rail investment. This will offer learning for the building of all kinds of infrastructure, which too often is hampered by inefficiencies.

Soham Station will help give more people access to jobs in the wider economy, as well as greater opportunities for study and training. It will also reduce emissions through fewer car journeys and will help make the planned 2,100 new homes in the town more sustainable. And it will help drive further business investment into the area, giving confidence and productivity improvements to local enterprise.

The station is futureproofed to accommodate two platforms when rail double-tracking arrives.

Mayor Palmer is now using the momentum of Soham to press for a reopening of the former Snailwell Loop which would allow direct trains into Cambridge with no interchange at Ely.

VALUE: £24 MILLION
DELIVERY: 2022



Innovation – Completely new, streamlined approach to delivering rail infrastructure.



Connectivity – Bringing mainline rail public transport to connect with Ely, Cambridge, Peterborough, London and beyond.



Inclusivity – Bringing economic opportunity to more people, including giving young people greater options for study and training.



Sustainability – Reducing private car commuting into high growth areas and supporting planned housing and jobs growth.



Place – Restoring rail to Soham providing better, healthier journeys and allowing new homes to be planned around good public transport.



A10 DUALLING

The stretch of the A10 between Cambridge and Ely has long been a check on the growth of the local economy. The single carriageway route offers nowhere near the capacity needed, especially at peak times when journey times are routinely doubled.

Additionally, the A10 is a serious constraint on the ambition to deliver 14,000 jobs, including at the Cambridge Science Park, and 17,000 homes along the Ely to Cambridge corridor. The route will also support 11,000 homes at the Waterbeach new town, as well as opening up other new sustainable housing opportunities. This will include affordable housing, allowing more people to share in the opportunity of the area's growing economy.

Although the Combined Authority is making non-car modes of travel more attractive, 80% of journeys have an origin or destination outside the Ely to Cambridge corridor. In other words, this through traffic would be largely unchanged by better local public transport, so a dualling solution is needed.

VALUE: £300 MILLION

Additionally, the stretch of road is a key corridor connecting the Greater Cambridge economy with the Fens economy. Improving journey times and connectivity will broaden the opportunities for work and study to more people.

As well as dualling, a series of junction improvements are being planned to make access on and off the stretch of road much quicker.



Innovation – Supporting the growth and spread of pioneering businesses, including at Cambridge Science Park, creating even more highly-skilled jobs.



Connectivity – Upgrading a key connection between the Greater Cambridge and Fens economies.



Inclusivity – Providing new economic and housing opportunities to more people while also unlocking additional jobs and affordable homes.



Sustainability – Less congestion and fewer delays for reduced-emission journeys and underpinning growth with upgraded infrastructure.



Place – Reduced commuting times for better quality of life.



BUS REFORM TASKFORCE

The bus network can and must contribute vastly more to the engine of the economy than the status quo allows.

The Mayoral Combined Authority is bringing the bus network into the 21st century with new powers under the Bus Services Act 2017 providing options for radical reform. This could be as revolutionary as full franchising or involve closer partnership working with providers. Business case work is under way and a dedicated bus taskforce has been launched to gather the evidence which will help determine the best approach.

The overarching aim is to make buses work better for people, communities and business. To do so, buses need to be better integrated within wider transport networks including rail and cycling routes, as well as taking people to CAM stations for onward travel.

They must better connect people with services and places of work and study. Greater use of new technology, such as real-time information on mobile devices, demand-responsive travel and integrated



DELIVERY: EARLY 2021

digital ticketing which works across different modes, all offer potential for revitalising the network.

And buses can be cleaner, with electric drivetrains which reduce emissions to zero.

A bus service which is reliable, affordable, frequent and modern, will support the Mayor's ambition for growth by better connecting more people to the opportunities of the economy, supporting people in more isolated communities, and forming a key part of an integrated public transport offering which is more attractive than the private car.

The new future of the bus network will begin in early 2021.



Innovation – Radical reform in how buses can operate within an integrated public transport system which benefits communities and businesses and uses the latest technologies.



Connectivity – More frequent and reliable journeys, which link with other modes, and directly connect people with jobs, learning and services.



Inclusivity – A vital link for more isolated communities which are not well served by transport and bringing opportunities of the wider economy to those on lower incomes.



Sustainability – Enabling healthier, cleaner journeys, while helping to support housing and jobs growth.



Place – Strengthening community vitality through better linkages to services, jobs and learning.



KING'S DYKE CROSSING

A solution to the road traffic queues that build up at the rail crossing at King's Dyke between Whittlesey and Peterborough has been demanded locally for many years.

The King's Dyke Level Crossing project will create a new road crossing over the King's Dyke railway line, to allow for the existing level crossing on the A605 to be closed.



In peak periods the crossing can be down from 12 to 23 minutes per hour. The rail line sees 120 rail movements per day and the A605 handles 14,000 journeys. A 2014 public survey showed 95% support for the scheme from respondents. With plans to

increase train frequency on the line, the problem would only get worse.

The scheme will significantly cut delays experienced by users of the A605, reduce emissions, and improve people's quality of life. It will also allow for sustainable housing and jobs growth in Whittlesey.

King's Dyke has been found to have a very strong business case in terms of return on investment.

The project is run by partners Cambridgeshire County Council, and the Mayoral Combined Authority has provided funding to bring the project to fruition.

**£24M COMBINED AUTHORITY FUNDING
DELIVERY: 2022**



Innovation – Design allows specifically for the opening up of development to the south of King's Dyke.



Connectivity – Opening up a key route between the Fens and Whittlesey into Peterborough, enabling and encouraging housing growth and investment in new jobs.



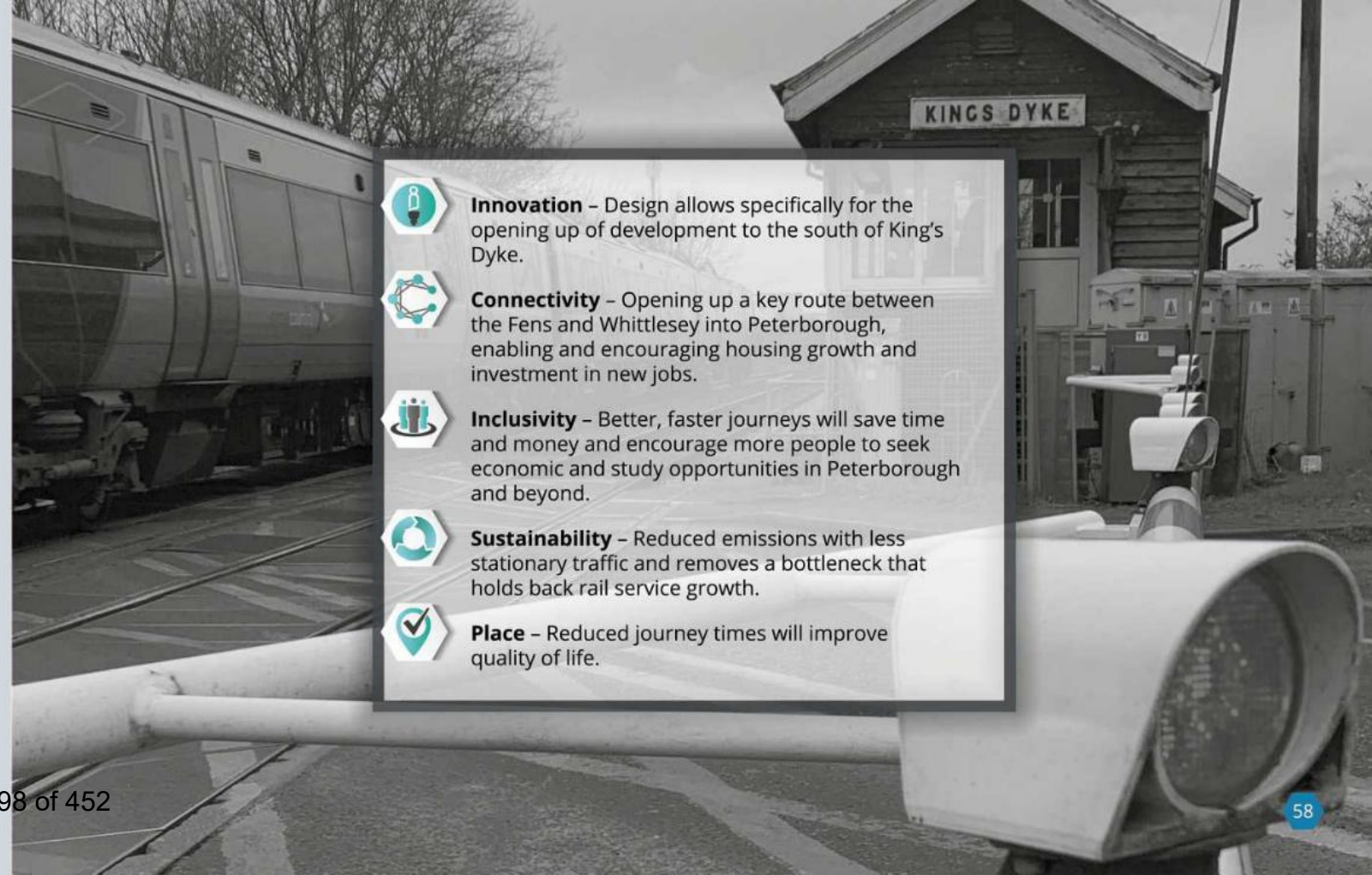
Inclusivity – Better, faster journeys will save time and money and encourage more people to seek economic and study opportunities in Peterborough and beyond.



Sustainability – Reduced emissions with less stationary traffic and removes a bottleneck that holds back rail service growth.



Place – Reduced journey times will improve quality of life.



HOUSING



A DYNAMIC, RESILIENT HOUSING MARKET WHICH WORKS FOR EVERYONE...

The Mayoral Combined Authority is spearheading the most innovative, exciting regional housing programme in the UK. These are real, deliverable solutions to a national housing crisis which threatens our whole economy.

Although much focus is on the unaffordability of housing, particularly for younger generations, what is often overlooked is that the issue impacts on everyone.

The economy cannot grow to its potential if demand for homes outstrips supply. And businesses cannot attract the staff they need if house prices are at record multiples of average wages. In Cambridge and South Cambridgeshire, house prices are some of the least affordable in Britain.

The CPIER report identified a lack of housing of all types as one of the most pressing threats to our future growth, with everyone's prosperity at stake.

The Mayoral Combined Authority is therefore not

just supporting the building of more houses, but more houses of all kinds. That includes open market housing and traditional affordable housing, but it also means intermediate tenures that bridge the gap between the two.



The status quo has led to the housing crisis, and bold, new ideas are needed to help challenge it. An innovative, nimble and entrepreneurial approach to unlocking new housing is embedded in our Housing Strategy.

For the first time in the UK brand new homes will be for sale at just £100,000. Community Land Trusts, which support locally-led development of affordable housing to strengthen communities for generations to come, are being accelerated. And we are making interventions in the housing market, through our own development company, to finance and bring forward housing which may have stalled or become unviable in the open market. These interventions are not about making commercial-level profits, but to see finance used and repaid to fund further projects in a continuous cycle which delivers homes of all types at zero cost to the taxpayer.

New financing options, such as land value capture, will also help deliver new homes at volumes previously thought unachievable.

But our strategy is not just about 'more' and 'faster'. Too often communities have had to suffer bolt-on development which is not matched with infrastructure, causing strain and public resistance to further homes.

So the Mayoral Combined Authority is focusing

on quality placemaking, where good design and modern infrastructure is built-in. It is housing underpinned by strategy, not only our Housing Strategy but our Local Transport Plan and our Non Statutory Spatial Framework.

The Mayoral Combined Authority is actively seeking partners to help accelerate a local housing revolution, which has huge potential for replication across the UK.



Eddington – development by University of Cambridge.



Innovation – Groundbreaking £100K Homes and Community Land Trusts paired with entrepreneurial housing investments.



Connectivity – Delivering homes in tandem with infrastructure, linking places of work and study.



Inclusivity – Housing choice for people everywhere and on a range of incomes, close to new economic opportunities.



Sustainability – Homes planned close to jobs, reducing commuting and environmental impact.



Place – Homes delivered in intelligently planned, healthy, thriving communities, which prioritise quality of life.

“BOLD, BRAVE AND DELIVERABLE. OUR HOUSING AGENDA IS THE MOST PIONEERING IN THE COUNTRY.”

J.P. Palmer

Mayor James Palmer



£100K HOMES



£100K Homes

With a low deposit and mortgage payments, £100K Homes offer an affordable step on the housing ladder for working people for £100,000. The

property is owned 100% by the purchaser – it is not a form of shared ownership – and they are defined as affordable homes under national planning policy. £100K Homes enable people to live and work locally and priority is given to those with strong employment connections to an area.

£100K Homes work by applying a percentage discount to each property's open market value to achieve the £100,000 selling price. That percentage discount stays with the property through a legal covenant which remains throughout its lifetime. It means that £100K Homes remain affordable properties in perpetuity, for future generations to benefit from.

"WE ARE VERY PROUD TO BE WORKING WITH THE MAYOR OF THE CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY TO DELIVER THE FIRST £100K HOMES. THE INITIATIVE IS TRULY REMARKABLE AND HAS THE POTENTIAL TO CHANGE HOW AFFORDABLE HOUSING IS DELIVERED AND SOLD ACROSS THE COUNTRY."



Andy Hill, CEO of
The Hill Group

DELIVERY: FIRST HOMES IN 2020

Illustration of the first ever £100K Homes. Picture: Hill.



With mortgage payments lower than private rents, owners will be able to save effectively for their next step on the housing ladder. When they're ready, they can choose to sell their home at any time. They will benefit from any increase in the value of their home and the next purchaser will be another person with strong local connections who can benefit from the same percentage discount to open market value.

£100K Homes can and will be delivered everywhere, including Cambridge and Peterborough, in market towns and in villages.

The scheme can play a crucial role in the economic challenges faced by the region. By offering truly affordable home ownership, regardless of profession, income or background, people can live in high growth areas, doing vital jobs without being forced to live further away due to unaffordable house prices. £100K Homes can stem the trend of people being displaced from expensive areas like Greater Cambridge, and forced into longer commutes, which harm the environment and reduce quality of life.

Prospective homeowners are registering their interest on our dedicated website, www.100khomes.co.uk, and demand is already many times the supply.



Developers and lenders are working in partnership with the Mayoral Combined Authority, and the first £100K Homes will be delivered in 2020. The scheme will accelerate in 2021 and beyond.

There is a huge opportunity to scale this scheme up in Cambridgeshire and Peterborough and further afield, because it can work anywhere.



Innovation – Breaking down barriers to affordable home ownership in a way never seen before in the UK.



Connectivity – Allowing people to live close to where they work, boosting productivity with shorter commutes.



Inclusivity – Making secure home ownership a possibility for all working people, regardless of profession or background.



Sustainability – Ensuring people on lower incomes can afford to live and work in our economy, and reducing the displacement cycle which puts pressure on transport and the environment.



Place – £100K Homes will keep communities vibrant. No exodus of young people in areas with high house prices.



AFFORDABLE HOUSING PROGRAMME

The Mayoral Combined Authority was given £170 million to deliver 2,500 affordable homes across Cambridgeshire and Peterborough. £70 million is ringfenced to provide 500 council homes in Cambridge, with the remaining £100 million to provide 2,000 affordable homes in the rest of the area.

But Mayor James Palmer has challenged the Combined Authority to deliver much more than a fixed, finite amount of homes.

VALUE: £170 MILLION
DELIVERY: ONGOING

We are on course to deliver 2,500 affordable home starts by March 2022 – the 500 in Cambridge – and 2,000 with £60 million of the remaining £100 million pot. That leaves £40 million which is being used

as a 'Revolving Fund' of money to unlock housing sites offering a range of housing types and tenures, including affordable homes.



Another affordable housing development completed with funding from the Mayoral Combined Authority.

The 'Revolving Fund'

The Housing and Development team has a 'toolkit' of options through which it can finance opportunities to build new homes. They include loans, joint ventures and direct development to deliver new units which otherwise may not have been built if left solely to the market.

Once those developments are complete, loans are repaid to the Mayoral Combined Authority, or value is realised, meaning the homes are delivered at zero cost to the taxpayer. Additionally, a profit share in certain cases is also returned, meaning the Revolving Fund grows. The money can then be recycled and reused to fund other developments in a continuous cycle providing a potentially limitless supply of homes.

The Revolving Fund will also help the Mayoral Combined Authority to deliver £100K Homes and Community Land Trust schemes.

"WE COULD HAVE USED THE MONEY IN THE OLD WAY, WHICH IS TO HAND ALL OF THE £100 MILLION TO HOUSING ASSOCIATIONS IN GRANT FUNDING TO HIT OUR 2,000 TARGET. BUT OUR ENTREPRENEURIAL APPROACH MEANS WE CAN DO MUCH BETTER, UNLOCKING A CONTINUOUS SUPPLY OF HOMES. WITH FURTHER INVESTMENT IN OUR REVOLVING FUND, THERE IS PHENOMENAL POTENTIAL FOR THIS MODEL TO BE EXPANDED."

J.P. Palmer
Mayor James Palmer



AFFORDABLE HOUSING PROGRAMME



Innovation – ‘Revolving Fund’ supporting a potentially limitless supply of homes at zero cost to the taxpayer.



Connectivity – Homes delivery aligned with the strategy of locating them close to good transport links.



Inclusivity – Building significant affordable housing, but also homes of a range of types and tenures demanded across Cambridgeshire and Peterborough.



Sustainability – Homes funding can be used and re-used, supporting the ongoing delivery of the homes needed to keep the economy growing.



Place – Delivering the high-quality homes needed to foster prosperous, thriving communities.



COMMUNITY LAND TRUSTS

Community Land Trusts (CLTs) are a new model for housing delivery which puts local people and local need at its heart.

CLTs challenge the conventional ‘top-down’ approach to how communities are developed and instead puts the power in the hands of local people to decide what housing they need, what it should look like, and where it should go.

The Mayoral Combined Authority has already funded CLTs and has an expert team who are facilitating their growth throughout the region as a key part of the Housing Strategy.

CLTs deliver affordable housing to allow local people with strong connections to a community to continue living there. But they can also lever other community assets such as green and recreational space, community buildings, health facilities, childcare facilities, community heating, and business units.



CLTs may partner with developers to seek potential sites and consult with the community on how they should be planned. The homes which are to be part of the CLT are locked to the community, meaning the asset value and any rental income from affordable homes stays in the community to reinvest in more housing or community assets.

Cambridgeshire and Peterborough has planning authorities which look favourably on delivering CLTs. They can be financed in a range of ways including through land value capture, where exception sites may be given planning consent for CLTs, allowing the uplift in the value of the land to fund the CLT homes.

Cambridgeshire is already a pioneer county in Community Land Trusts, attracting Government and media attention to see how the projects work in practice.



Innovation – At the forefront of a groundbreaking model of community-led development.



Connectivity – Linking people with communities and opportunities in which they can thrive.



Inclusivity – Offers a range of affordable housing options, including for those who are hardworking but struggle to afford to buy or rent privately.



Sustainability – Homes targeted at people with local work connections, reducing commuting and environmental pressure. Helping communities remain vibrant by retaining young people.



Place – Community at the heart of development, creating local buy-in, and with a focus on amenities and quality design.





BUSINESS AND SKILLS



ADVANCING THE INNOVATION ECONOMY BY SPREADING SUCCESS TO MORE PEOPLE AND PLACES

To achieve our overall growth ambition, our Business and Skills team is creating the conditions in which innovative enterprise can continue to flourish and where people are given the means to reach their potential.

Our Business and Skills programme is anchored strategically in the CPIER, the Cambridgeshire and Peterborough Local Industrial Strategy (LIS) and our Skills Strategy.

With the area's Local Enterprise Partnership, our independent Business Board, also a part of the Combined Authority, we offer the powerful, truly integrated economic driving force to power local business and drive up aspiration. The Business Board is tasked with ensuring that we are delivering against the key priorities and vision of both the LIS and the wider Mayoral Combined Authority growth ambition of doubling the size of the economy and increasing productivity.



Building on a formula for success

A major part of Cambridgeshire and Peterborough's economic success has been its ability to foster unique clusters of business talent and entrepreneurial spirit. This is fed by some of the world's brightest minds, world-class academia and pioneering research and development.

The Mayoral Combined Authority's aim is to build on the success of those flourishing networks, and spread that growth further into the economy, so that prosperity is felt by more people and in places with greater headroom for expansion. This approach will also reduce capacity pressures and protect high growth areas, most notably in Greater Cambridge.

As the CPIER report notes, growth is being felt everywhere, but not by everyone, so as well as spreading the best of our economy to more people and places, we are delivering the skills those people need to take full advantage of the opportunities that exist.

This inclusive growth strategy is designed to widen our economic base and increase productivity. Achieving these two aims are vital if we want to meet our growth target.

The following priority projects exemplify the trailblazing approach of the Business and Skills directorate.



Innovation – A pioneering approach to achieving growth which reflects the ambition and dynamism of the local economy.



Connectivity – Bringing the business and skills networks which have made Greater Cambridge so successful to the whole area.



Inclusivity – Making shared prosperity and broadening our economic base a cornerstone of success.



Sustainability – Developing industry in areas with more growth headroom, and where upskilling, research and development and strategic investment can help businesses stay competitive in the future.



Place – Helping business to locate in well-connected areas, while also providing people with the skills they need for more secure, better jobs, improving quality of life.



UNIVERSITY FOR PETERBOROUGH — ARU PETERBOROUGH

ARU Peterborough is blazing a trail for what higher education can offer in the 21st century.

In Summer 2020 it was announced that Anglia Ruskin University (ARU) would be the higher education partner for the University.

For the first time in the UK, a University will be created which has the needs of local people and the local economy at its heart. It will help people into secure, well-paid jobs with skills which offer a bright future.

With direct employer involvement in the curriculum, the Mayoral Combined Authority is working with business to tackle the local skills shortages which are holding back productivity and growth.

DELIVERY:
SEPTEMBER 2022

The University will have a regenerating effect on a city which has enjoyed strong economic and jobs growth, but whose skills base has not kept pace. The neighbouring Fens economy has similar challenges. But it means the potential for the University to create an uplift for the whole area is exciting.



The brief is to create a new, iconic University building.

Technical learning will be embedded within the curriculum and the University won't be reliant on the old methods of delivery. A range of learning models which best meet the needs of employers and students will be offered. They include higher level degree apprenticeship programmes, two-year degrees and work placements in local businesses supporting sandwich courses. Cutting edge distance learning will also feature. This blended learning approach using a range of flexible teaching methods is seen as key to attracting students of all ages.

This bold, fresh and flexible approach will drive up aspiration in parts of the economy where it is most needed. It will help more people think a higher level education is for them, especially when it is directly linked to a better career in the local area.

The University will aim to create new opportunities for graduate-level employment in the area, while also supporting the retention of talented people that might otherwise move away. The University has the power to unleash a new workforce generation – ambitious, highly skilled and mutually supporting.

It supports our goals for shared prosperity, higher productivity, and cultivating new business ecosystems.

The first four faculties of ARU Peterborough will be:

- The Faculty of Business, Innovation and Entrepreneurship.
- The Faculty of Creative and Digital Arts and Sciences.
- The Faculty of Agriculture, Environment and Sustainability.
- The Faculty of Health and Education.

There is also huge potential for business spin-outs as well as an industry-led research and development arm to support the commercialisation of new ideas.

The University will welcome its first 2,000 students in September 2022, with an ambition for 12,500 students by 2030. A site at the heart of Peterborough has been selected, with a brief to design and build an iconic building that the city and its people can be proud of.



Innovation – Redefining what higher education can offer by being rooted in the needs of a local economy and delivering learning in new, exciting ways.



Connectivity – Accessible, well connected with public transport and helping people and business come together through learning.



Inclusivity – Giving people the skills needed by business so they can participate more fully in the growing economy, in better paid, more secure jobs.



Sustainability – Ensuring growing industry has the skills it needs in the future to expand. The University itself will be futureproofed against climate change and accessible through low carbon journeys.



Place – Renowned project managers Mace are developing a showpiece campus, where quality of environment will enhance the learning experience and embed in the existing community.



Our market towns are a key part of our economy, our sense of place and our potential for growth.

If the economy of Cambridgeshire and Peterborough is to double in size, then every area has a role to play. With the right strategic planning in place, market towns can make a significant contribution to jobs and housing growth.

But too often their potential has been overlooked.

So the Mayoral Combined Authority is investing in 11 market towns to help them prosper well into the future. Working with partner councils, bespoke Masterplans for Growth are being rolled out across the region. The Masterplans identify our towns' strengths and weaknesses which may include accessibility, transport and digital infrastructure, high street vitality, heritage, culture, and natural assets. We then work with locally-formed taskforces to improve and enhance them.

The Masterplans provide an evidence base for

a long-term strategic approach and the Mayoral Combined Authority will support market towns in bidding to Government and other sources for additional funding.

DELIVERY: ONGOING



The Masterplans will also interface with our wider strategies on transport, housing and economic growth, and will key into our priority projects. Soham Station, Bus Service Reform, the CAM, the A47 and A10 dualling, Wisbech Rail and Fenland Stations Regeneration show just how much market towns are seen as key regional centres, not rural backwaters.

The scheme was piloted in St Neots with an allocation of £4.1 million for a series of town improvements as part of a first phase. The Mayoral Combined Authority is working as a strategic partner to a local steering group. Investments include improving transport infrastructure, smart technology, better digital infrastructure and high street improvements.



Innovation – A fresh approach to helping market towns thrive, delivering co-ordinated, strategic improvements in the context of the wider regional economy.



Connectivity – Strengthening links for market towns to economic opportunity through better transport and digital infrastructure and business and skills networks.



Inclusivity – Spreading economic growth and opportunity to market towns and the people who live there.



Sustainability – Utilising market towns' headroom for economic expansion, while also supporting the infrastructure necessary for sustainable, clean growth.



Place – Ensuring our historic market towns, a hallmark of Cambridgeshire and Peterborough, can continue to thrive and offer great communities in which to live and work.

MASTERPLANS ARE BEING ROLLED OUT IN:

- ◆ Fenland: Wisbech, March, Chatteris and Whittlesey
- ◆ Huntingdonshire: St Neots, Huntingdon St Ives and Ramsey
- ◆ East Cambridgeshire: Ely, Littleport and Soham



ADULT EDUCATION

The devolution in 2019 of the Adult Education Budget to the Mayoral Combined Authority has brought an opportunity to deliver an exemplar post-19 skills system which is both pioneering and adaptive to the needs of people and business.

The focus is on strategic alignment with our growth ambition and delivering measurable outcomes. We are working with training providers to offer high quality, free learning, which leads to sustainable employment particularly for those facing barriers to good jobs and secure incomes. We are targeting areas with acute education deprivation in the Fens and Peterborough, where people have the lowest levels of skills or no qualifications at all. And we are linking courses and training directly with job roles demanded by employers local to each learner.

By raising skill levels and aspirations, we are also seeking to encourage people to adopt lifelong learning to improve their ongoing economic

prospects and help give businesses access to the workforce they need to thrive both now and in the future.

Productivity gains, which are key to achieving the ambition of doubling the size of our economy, will also be unlocked.

The new Adult Education offer rolled out in September 2019.

And with new innovations expected and encouraged via learning providers as part of this new post-19 education landscape, continuous improvement and adaption to the demands of the local economy will be fostered.

DELIVERY: ONGOING

With the publication of the CPIER report, the Local Industrial Strategy and the Skills Strategy, we have the strategic basis on which to make these changes. A new commissioning strategy for Adult Education will detail how our ambitions for inclusive growth, increased productivity and economic expansion will be delivered.

Adult Education has traditionally offered demand-led courses for 'leisure and pleasure' such as learning a new hobby or language. While such courses remain a part of the offer, much more weight has been placed on improving people's levels of skills, which lead to better jobs, higher economic output and improvements in health, wellbeing and quality of life generally.

This is just the start of a potential wave of new innovation and advancement in how adult education can help create a more prosperous and productive economy for everyone.





ADULT EDUCATION



Innovation – Creating the UK's most innovative and adaptive adult education system.



Connectivity – Offering courses and training closest to where they are needed, where the skills base is low.



Inclusivity – Linking training directly to opportunities in the local economy, helping some of the lowest skilled into new careers.



Sustainability – Keeping our economy moving by upskilling the workforce to tackle our skills shortages. Improving people's job prospects to reduce impact on local support services.



Place – Targeting areas of relative deprivation with upskilling, helping people into better jobs, producing healthier, happier, more prosperous communities.



THE BUSINESS BOARD

The Business Board is led by a talented, dynamic group of local business leaders who share the Mayor's goal to double the size of the economy.

The Board, which reflects the variety of industry sectors across the whole of the Cambridgeshire and Peterborough economy, is ensuring we are delivering against the ambition of the Local Industrial Strategy (LIS).



Austen Adams, Chair of the Business Board.

The key targets are to:

- Improve the long-term capacity for growth in Greater Cambridge to support the expansion of this innovation powerhouse and, crucially, reduce the risk of any stalling in the long-term high growth rates which have been enjoyed over recent decades.
- Increase the sustainability and broaden the base of local economic growth, by identifying opportunities for high growth companies to expand into areas where there is greater capacity, beyond the current bottlenecks to growth in Greater Cambridge.
- Achieve this by expanding and building upon the clusters and networks that have enabled Greater Cambridge to become a global leader in innovative growth, creating an economy-wide business support ecosystem which promotes inclusive industrial growth

The Business Board is delivering on these targets and the wider ambitions of the LIS by helping to

guide 12 powerful, innovative initiatives. These include the previously described University for Peterborough, Market Towns Masterplans and Adult Education programmes, as well as targeted grant funding, creating scale-up space and innovation launchpads, skills brokerage which connects talent with employer funding, and attracting inward investment.

Strategic funds available to the Business Board, as the area's Local Enterprise Partnership, are being invested against our Local Industrial Strategy priorities.

The Business Board's unique experience, skills, and make-up, puts our enterprising business community at the heart of creating a world-class, exciting and productive environment for commerce to flourish.



Innovation – Delivering an integrated, powerful suite of growth initiatives matched to the specific needs of our economy and embedded within a wider strategic mission.



Connectivity – Business leaders from across the economy and its sectors ensure our work helps to expand business networks and reaches people everywhere.



Inclusivity – The Business Board is championing a strategy where success is founded on delivering inclusive growth.



Sustainability – By supporting the spread of economic growth, the Board's work will help take pressure from key bottlenecks, particularly Greater Cambridge, and boost areas with more capacity.



Place – The Board is supporting the wider ambitions of making Cambridgeshire and Peterborough a leading place in the world to live, learn, work and do business.





OTHER PROJECTS



In addition to our key projects, we have a series of supporting schemes which augment and are aligned with our overall strategy and ambitions.

They are summarised below.

Digital Infrastructure through Connecting Cambridgeshire

The Mayoral Combined Authority's Digital Connectivity Strategy, delivered through the multi-partner Connecting Cambridgeshire programme, is rolling out world-class digital infrastructure to support businesses and communities.

We are going further than the Government's baseline for technology and coverage. As well as 99% superfast broadband coverage by the end of 2020, we are targeting ultrafast full fibre coverage of over 30% by 2022, as well as working with mobile operators and Government to improve mobile coverage as part of the new Shared Rural Network Programme. Alongside other improvements such as free public Wi-Fi, we are targeting competitive speeds to give our businesses an edge.

Business Board Local Growth Fund

We are now in the final phase of the Local Growth Fund, meaning a total of £146.7m has been invested into the Business Board Local Enterprise Partnership area. This will deliver improvements in productivity, new jobs, skills, transport and homes.



» Business Growth Service

The Business Growth Service encompasses five powerful products to deliver on the ambition of our Local Industrial Strategy.

The service is tasked with connecting resources for growth and providing investment and skills support to firms across the economy. In doing so, a world-leading business growth support ecosystem for high growth potential firms will be created, where business ideas and business leaders can establish, grow and find innovative routes into global markets.

» Eastern Agri-Tech Growth Initiative

The future of food production is being pioneered in Cambridgeshire and Peterborough. This grant scheme is fostering even greater innovation in agritech, a cornerstone economic sector and vital to future global food security.

We are supported by the New Anglia Local Enterprise Partnership (LEP), Norfolk County Council, and the local authorities covering the

two LEP areas. Grants are available to businesses employing fewer than 500 employees which are looking to invest in specialist equipment, new market and supply chain development, ways to improve productivity and efficiency, and the application and commercialisation of research and development in agriculture.



» Apprenticeships

We are developing an apprenticeship levy marketplace which will free up at least £20 million of unused apprenticeship levy, tied up in the biggest firms in our economy, for the benefit of the smallest, to help them hire apprentices. This ensures funding stays in the region, while providing the upskilling needed to increase productivity, tackle skills shortages and develop inclusive growth.

We are working in partnership with employers to enhance the availability of apprenticeship opportunities whilst ensuring high calibre applicants are available to fill them. Progression opportunities and inclusivity of apprenticeships allow for meaningful, outcome-driven skills solutions for the region.

The Combined Authority will use its proposed Skills, Talent, Apprenticeships & Recruitment (STAR) Hub to support these activities.



▶ Heath and Care Sector Work Academy

The £5.2 million project is helping address a specific local labour and skills shortage in health and care.

The Academy is helping people into new careers, including those who are struggling to find work, while simultaneously upskilling those already working in the sector.



▶ Other transport upgrades

A series of improvements to the transport network are being delivered or advanced by the Mayoral Combined Authority. Here is an introduction to just some of them.



▶ Unlocking Eastern rail capacity at Ely

Limited rail infrastructure around Ely is a key bottleneck to future passenger and freight service growth for the whole of the East of England. Much of the network is already at capacity, holding back its potential. Delivering the necessary upgrades would be transformational, not only for the Mayoral Combined Authority's plans for enhancing rail services, but also for the network in the East generally.

The Mayoral Combined Authority has already invested in advancing the Network Rail GRIP process for upgrading this key pinch point. Mayor Palmer is working with local councillors and MPs across the East to make the case to Government for the economic and social benefits that would flow to the whole area by upgrading this section of the rail network.

► A141 Huntingdon Capacity Study

The study will deliver road capacity improvements along the A141 around Huntingdon and also in St Ives. It will support housing growth and new jobs around the two fast-growing market towns. An A141 offline bypass offers the potential to support an additional 6,750 dwellings in the region – 4,500 at Wyton Airfield, and 2,250 others on sites near Huntingdon.

There has long been an ambition to deliver the infrastructure needed to support proposed growth in the area. The Mayoral Combined Authority has merged the A141 and St Ives study work to present a more cohesive approach to upgrading capacity for the whole area.

The work will also complement the CAM Metro proposals which will connect both Huntingdon and St Ives with a world-class public transport option to link to the rest of the county. Masterplans for the two towns will support a healthier, thriving future for their respective high streets.

► A505 Study

A study to consider multimodal transport solutions in this important South Cambridgeshire corridor. The aim is to reduce congestion and support key employment sites including Granta Park, Babraham and the Wellcome Trust Genome Campus with potential growth of over 11,200 jobs.

► Wisbech Access Strategy

A £10.5 million package of improvements to the road system around Wisbech. The upgrade will improve journeys, boost the economy and support housing and jobs growth in the town.



CLIMATE CHANGE AND THE ENVIRONMENT

Independent Climate Change Commission and the Doubling Nature Ambition

Building on the success of the CPIER report, a similar strategic approach for reducing the risks posed by climate change is being taken.

The Cambridgeshire and Peterborough Independent Climate Change Commission will make expert recommendations on how to decarbonise the economy as well as ways to build resilience and adapt to climate change. This work will sit within the context of the Combined Authority's ambitions for inclusive growth and greater productivity. New growth opportunities through low carbon technology will also be explored. The Commission will create a climate change strategy which will guide and support our wider economic agenda.

Baroness Brown of Cambridge, crossbench member of the House of Lords, is the chair. She is also chair of the Carbon Trust and member of the Government's advisory Committee on Climate Change.

“OUR OUTSTANDING ACADEMICS, THE PRACTICAL EXPERTISE OF OUR FARMERS AND BUSINESSES, AND OUR COMMUNITY’S COMMITMENT TO A SUSTAINABLE FUTURE ARE A GREAT BASIS FOR AN AMBITIOUS PLAN AND A PRACTICAL AND PRAGMATIC IMPLEMENTATION.”



Baroness Brown

The Commission's scope has been developed by Professor Ian Leslie, the University of Cambridge's lead on environmental sustainability. There will be a special focus on the unique low-lying terrain of the Fens, which is of national importance, containing 50% of the UK's very highest quality 'Grade 1' farmland.

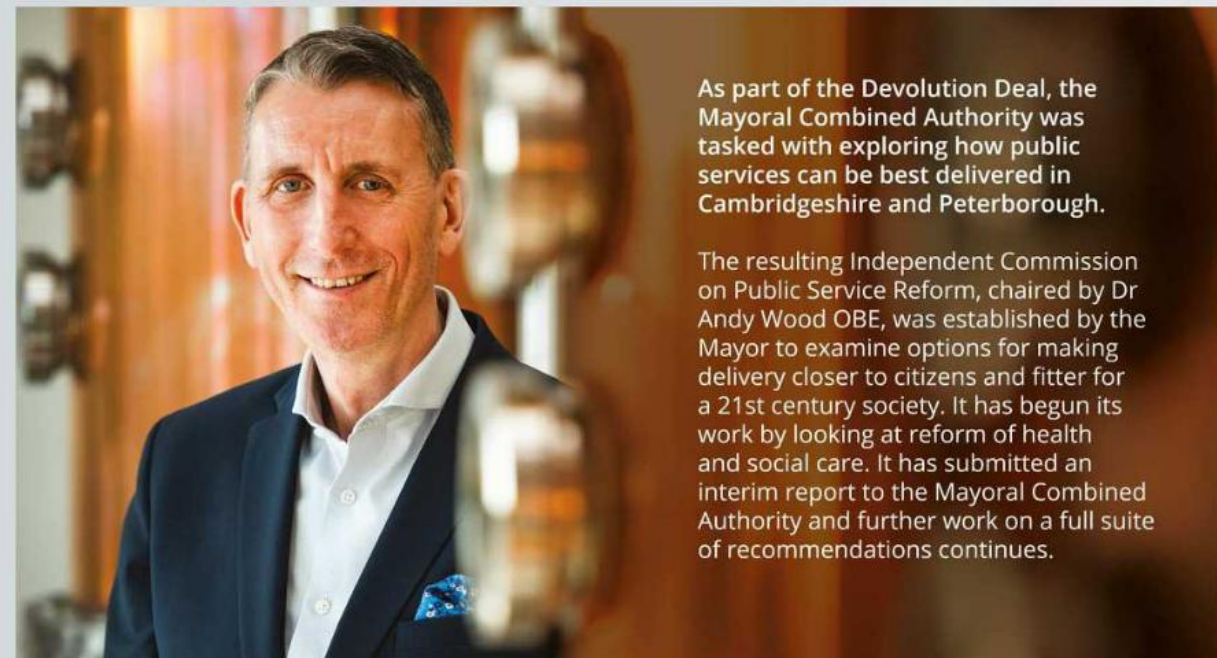
The Commission's work sits alongside Mayor Palmer's commitment to 'Doubling Nature', which will see the area of Cambridgeshire and Peterborough managed for biodiversity expand from 8% to 16%. The 2019 Doubling Nature ambition was signed in partnership with Natural Cambridgeshire, local authorities, statutory

agencies, conservation charities, housing developers and community groups. The CPIER report was clear that natural capital must be considered as a cornerstone of any economy. It urged that nature must be considered in all economic planning to *'ensure any growth achieved does not undermine its own foundations'*.

In these ways, the Mayoral Combined Authority's response to climate change and supporting nature and natural capital is not just a bolt-on consideration, but a fundamental strategic underpinning in everything we do and essential if we want to achieve robust, sustainable growth.



PUBLIC SERVICE REFORM COMMISSION



As part of the Devolution Deal, the Mayoral Combined Authority was tasked with exploring how public services can be best delivered in Cambridgeshire and Peterborough.

The resulting Independent Commission on Public Service Reform, chaired by Dr Andy Wood OBE, was established by the Mayor to examine options for making delivery closer to citizens and fitter for a 21st century society. It has begun its work by looking at reform of health and social care. It has submitted an interim report to the Mayoral Combined Authority and further work on a full suite of recommendations continues.



HOW WE WILL DELIVER



“OUR BIGGEST RISK IS FAILURE TO DELIVER. THAT’S WHY WE HAVE BEEN WORKING SO HARD ON LAYING STRATEGIC, EVIDENCE-BASED FOUNDATIONS, BUILDING ROBUST ASSURANCE AND MONITORING FRAMEWORKS, AND SETTING OUT CLEAR, BALANCED BUDGETS. WE NOW HAVE A PHENOMENAL RANGE OF SCHEMES EITHER BEING BUILT OR ADVANCED TO THE ‘SHOVEL READY’ PHASE. IT’S HUGEY EXCITING.”

J.P. Palmer
Mayor James Palmer



Mayor James Palmer is leading an authority which is delivering for people in new ways. Cutting through the inertia which holds back much-needed investment, speeding up the pipeline of projects and raising finance locally through innovative mechanisms are all fundamental to making the strategic vision a reality.

People in Cambridgeshire and Peterborough want to see action on manifestly needed interventions in our economy, from better transport, to more homes and improved opportunities for people and business. Mayor Palmer is challenging the status quo on how such schemes are delivered, saving resources and speeding up investments that bring returns to the economy much quicker.

Each of the interlocking strategic documents, from the Local Transport Plan, to the Local Industrial Strategy and Housing Strategy detail how those plans will be delivered on the ground through our trailblazing projects and initiatives.





BUDGETING AND FINANCE

Our focused to-do list of priorities is fully budgeted, to either bring the schemes to delivery such as with Soham Station, or to move them to the next key phase.

Our balanced budget, detailed in our Medium Term Financial Plan (MTFP), is geared entirely to our priorities. Every pound is being used to move our economy forward in the same strategic direction.

If the full costs of a project are beyond our current financial constraints, we are looking to strategic partners with the capacity to bring them to completion.

Or we are thinking differently about how we can fund them. An example is our Housing Strategy, which seeks to unlock housing through loans which are repayable, including with interest and profit share, to return further funds for more developments in a potentially limitless cycle.

Bringing transport and spatial planning together

around projects like the CAM creates opportunities to fund future investment through land value capture. The Combined Authority will consider acquiring and promoting strategic housing sites along the proposed CAM routes. We will work to develop these as possible future garden villages. By owning and developing these sites, in partnership with private investors, significant value can be captured and invested in infrastructure, including the CAM itself. We will also engage with the Government about utilising tax increment financing models to fund infrastructure so that it can precede housing development.

And the sheer ambition of the Mayoral Combined Authority unlocks opportunities in other ways. For example, the £100K Homes housing model has been developed to ensure commercial viability for housebuilders, allowing private and public sector collaboration in building new, affordable homes. And the funding of Community Land Trusts can include capturing uplift in the value of land to finance locally-controlled affordable housing.





GOVERNANCE

We are the first Mayoral Combined Authority working in a shire county. A young organisation, at the centre of a lively and articulate democratic community, must be open and accountable.



Our accountability looks many ways: to Parliament, though Ministers; to local partners on the Board; and, through the ballot box, to the Mayor's direct electorate. Decisions are made in public.

Decision-making is governed by a bespoke statutory constitution. That includes an Assurance Framework that enforces value for money in decisions, and a Monitoring and Evaluation Framework that requires us to assess our impact.

Projects are prioritised against objectives. Delivery milestones are published in a Business Plan. Investments are evaluated using Treasury methods. Project management and performance reporting are central to how we work. The Board monitors financial and performance data regularly.

We have established a permanent team of specialists, saving money against an original consultant-led model. They are transparently held to account for getting the job done, on time and on budget.



A WINDOW ON OUR FUTURE...

2030

Cambridgeshire and Peterborough in 2030

We have asked what we want 'good growth' to look like. And we have asked how we can make Cambridgeshire and Peterborough a leading place in the world to live, learn and work, where people and businesses thrive, and where nature can flourish.

How will people's lives be improved by the work we are doing?

Our 2030 Growth Ambition has given a glimpse of that future, including through the imagined case studies of some of our residents, and how they will live their lives.





OUR ECONOMY IN 2030

The Cambridgeshire and Peterborough economy in 2030 is an international role model for how locally-driven ambition and collaboration can deliver a truly levelled up region in every sense; economically, socially and environmentally.



Economic strengths and weaknesses have been identified; risks and opportunities of the growth ambition have been assessed, and a package of investments have been delivered in response.

In 2030, the three sub-economies of Greater Peterborough, The Fens and Greater Cambridge are working more cohesively as one system. The economy is a cornerstone of enterprise in the East of England and a beacon of commercial ingenuity that is a magnet for global interest and investment.

The region is more robust to economic, social and environmental shocks, and the base of economic growth has broadened, spreading prosperity to more people and places.

And all the while we have been protecting and enhancing our natural assets, the character, heritage and diversity of our places and maintaining our position as one of the best places in the world to live, learn and work.



A LOOK AT LIFE IN CAMBRIDGESHIRE AND PETERBOROUGH IN 2030



2030

NAME: POLLY
AGE IN 2030: 35

Occupation: Nurse
Location: Cambridge



Polly has always lived in Cambridge and becoming a nurse was a childhood ambition. But she was worried how a nurse's wage could ever allow her to both work at Addenbrooke's Hospital and live in the city.

However, early on in her career, she secured a new £100K Home in the city, which gave her the affordable step on the housing ladder she needed, paying a mortgage vastly cheaper than private rents. After three years she saved enough to sell and move into a larger home where she has since started a family.

She travels to work by walking to her nearest CAM station – infrastructure which, along with the new Cambridge South station, has removed serious congestion in and around the city, making journeys easier, quicker and healthier. Better transport and affordable housing options has meant the hospital has been able to attract and retain the skilled staff it needs to work effectively.

»» **2030** **NAME: NAOMI**
AGE IN 2030: 31

Occupation: E-commerce entrepreneur
Location: Peterborough



Naomi has been able to realise her career ambitions in the city she loves and calls home, Peterborough.

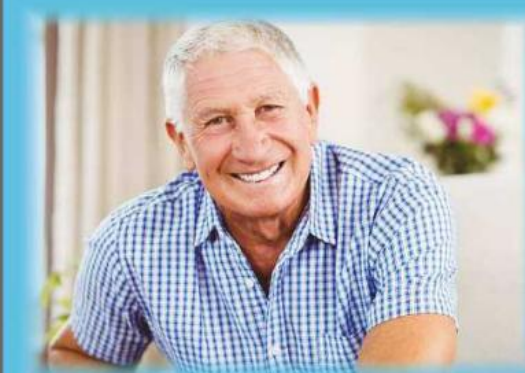
Securing a digital business management degree at the University of Peterborough meant she didn't have to leave home to study. She quickly launched her first e-commerce business, aided by Peterborough's first-class full fibre digital infrastructure. Tapping into new business networking opportunities in the city's burgeoning supply chain and logistics sector, she has been able to scale her business with growth funding and mentoring support from the Combined Authority.

She has a small team drawn from the local area and her short commute to work means she has time to mentor young people in digital skills at her alma mater, and at local schools.

She hosts a community radio show and podcast on local business, featuring voices from enterprise and sharing opportunities for employment, training and vocational education. Many of her friends and peers also studied at the University, creating a generation of ambitious, connected and highly-skilled people.

»» **2030** **NAME: STEPHEN**
AGE IN 2030: 72

Occupation: Retired but active
Location: Wisbech, The Fens



Stephen lives in the thriving Wisbech Garden Town, a development made possible by the dualling of the A47 and new mainline rail station in the town. He is retired, but has all the shopping, leisure and health facilities of the bustling town within cycling distance and can hop on the train to enjoy a night out in Cambridge or Peterborough with friends and family.

Stephen is a busy trustee for his local Community Land Trust, offering £100K Homes, affordable rent and shared ownership housing to local people with strong connections to Wisbech.

His son and daughter have also been able to stay in the area they grew up in. His daughter takes the 30-minute train ride to Cambridge North station three days a week for her job on the Science Park and works from home the other two days. His son is an engineer, starting as an apprentice at a local firm.

On Tuesday nights, Stephen, a former mechanical engineer, supports teenagers at the Garden Town Skills Hub. He teaches them teamworking and time management skills to help prepare them for the world of work.

»» **2030** NAME: LYDIA
AGE IN 2030: 18

Occupation: Composites Engineering
Apprentice
Location: Alconbury Weald, Hunts



Lydia grew up at Alconbury Weald, a thriving mix of housing, jobs and business space.

After a school visit to a local, cutting-edge engineering firm, she decided a career in the sector was for her.

She took up an apprenticeship at a leading composites manufacturer and splits her time between working and training at college, which she gets to by a combination of cycling, walking or demand-responsive bus service.

She has a three-year plan to save enough money to buy a deposit on a nearby £100K Home. Many of her friends have also stayed in the area and they all use the CAM link to get into Cambridge for shopping and leisure.

Her ambition is to complete her apprenticeship and move up the career ladder, continuing to build her skills in one of the most pioneering industries in the country. With the amount of local engineering excellence and leading research and development happening, she feels the future potential is vast.

»» **2030** NAME: ANDREW
AGE IN 2030: 56

Occupation: Tech start-up entrepreneur
Location: East Cambridgeshire Garden
Village



Andrew spent much of his career in the Cambridge tech sector, working for everything from global blue chips to rapidly growing companies. He has established a vast network of contacts and relationships. Spotting an opportunity, he took the decision ten years ago to launch his own start-up, which was later scaled up with growth funding from the Mayoral Combined Authority.

He has since moved his operation, which employs 25 highly skilled workers, to an innovation incubator space at a new garden village in East Cambridgeshire, made possible by the CAM.

It means his business can attract the staff he needs, being within 30 minutes' travel of a huge number of skilled workers in a transport corridor that has unlocked truly affordable housing, underpinned by world-class infrastructure.

Andrew has since invested in further start-ups in the local economy, attracting investment from across the globe, in what is one of the most dynamic environments to launch and grow a business anywhere in the world.



2030

In 2030, Cambridgeshire and Peterborough welcomes regular delegations nationally and internationally, keen to learn from its groundbreaking approach to levelling up, for replication elsewhere. Schemes attracting most attention are:

Cambridgeshire Autonomous Metro: A revolutionary model for moving people around a small city and the wider region, which is an enabler of sustainable economic growth.

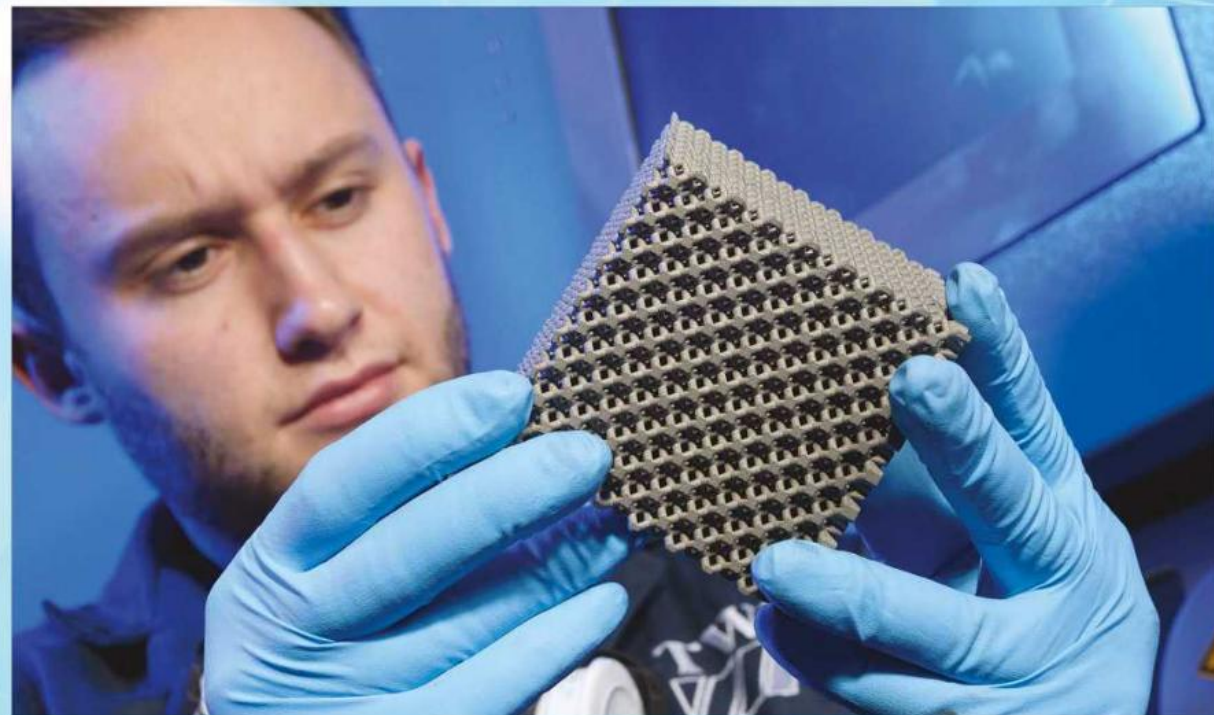
£100K Homes and Community Land Trusts: Proven, deliverable and effective solutions which have not just helped tackle the local housing crisis,

but made the housing market more robust, offering real choice and better quality which supports economic growth.

University for Peterborough: A trailblazer which has rewritten the rules for what higher education can mean for people's life chances, for business potential, and for the local economy.

The bus network: A new strategic, systematic approach to how the bus system operates in a largely rural area. It has integrated with existing transport modes, using new technologies to better connect people with jobs and essential services, while reducing private car use.

Placemaking and spatial planning: Underpinning good growth with the right infrastructure and with a relentless focus on exemplar placemaking, has resulted in Cambridgeshire and Peterborough becoming a beacon for how to sustain and enhance an economy while improving lives and opportunity for people everywhere.





BE A PART OF IT...

The transformational agenda of this Combined Authority can only be delivered through partnership working.

My invitation to you is to be a part of something exceptional.

There are huge opportunities for collaboration across the public and private sectors to help deliver on this agenda effectively and at pace. We are already forging exciting links with a range of stakeholders to accelerate our programmes.

We are not just another tier of local government. We are open to ideas, we are entrepreneurial and we are disruptors.

Whether it is through expertise or direct investment, we're inviting partners locally, nationally and internationally who can support our work to get in touch.

This is an opportunity to be a first-mover. We're investing in a series of projects of national significance and global interest. The scope is absolutely vast and this document just scratches the surface.

We are open for business, so please contact me directly.

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Email: james.palmer@cambridgeshirepeterborough-ca.gov.uk
Telephone: 01353 667721

Mayor James Palmer





Local Transport Plan CAM Sub Strategy

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Yes

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Delivery and Strategy

Key decision: Yes

Forward Plan ref: KD2020/074

Recommendations: The Combined Authority Board is recommended to:

- a) Note the consultation responses to the Cambridgeshire Autonomous Metro (CAM): Local Transport Plan (LTP) sub-strategy;
- b) Agree the amendments made to the CAM: LTP sub-strategy in light of the consultation responses;
- c) Note that the CAM LTP sub-strategy sets out the vision for CAM, against which, schemes contributing to the CAM will be considered; and
- d) Approve the CAM LTP sub-strategy.

Voting arrangements:

- a) n/a
- b) Simple majority
- c) n/a
- d) A vote in favour by at least two thirds of all Members (or their Substitutes) appointed by the Constituent Councils to include the Members appointed by Cambridgeshire County Council and Peterborough City Council.

1. Purpose

- 1.1.1 To review and adopt the amendments to the Local Transport Plan (LTP) draft sub-strategy setting out the vision for the Cambridgeshire Autonomous Metro (CAM) following consultation.

1.2 These proposals were considered at the Transport and Infrastructure Committee meeting on 4 November 2020. Following discussion, the Committee agreed unanimously to recommend the proposals to the Combined Authority Board for approval.

1.3 The report to the Transport and Infrastructure Committee report can be viewed via the link below:

[Transport and Infrastructure Committee 4 November 2020 - Item 2 - Local Transport Plan CAM Sub Strategy](#)

2. Considerations

2.1 None.

3. Appendices

3.1 Appendix 1 - Revised LTP sub-strategy (attached)

3.3 * Appendix 2 – CAM Sub-strategy Consultation Feedback Report

3.3 * Appendix 3 – Summary of Authority's position regarding each comment received

* Appendices 2 and 3 to the Transport and Infrastructure Committee report can be viewed at:

[Transport and Infrastructure Committee 4 November 2020 - Item 2 - Local Transport Plan CAM Sub Strategy](#)

4. Background Papers

4.1 [Transport and Infrastructure Committee papers 6 March 2020](#)

Or available from:

72 Market Street
Ely
Cambridgeshire CB7 4LS

Cambridgeshire and Peterborough Local Transport Plan: Cambridgeshire Autonomous Metro (CAM) sub-strategy

Local Transport Plan

Background

The Local Transport Plan (LTP) was published in March 2020 and was the first for Cambridgeshire and Peterborough. The Plan describes how transport interventions will help to address current and future challenges and opportunities for Cambridgeshire and Peterborough. It sets out the overarching policies and strategies needed to secure growth and ensure that planned large-scale development can take place in the county in a sustainable way.

The LTP provides a robust platform for the planning and delivery of the Authority's ambitious programme of priority transport schemes. The Authority continues to work closely with its partners in spatial planning and the delivery of transport priorities to identify the most appropriate time to refresh the LTP and/or its supporting daughter documents.

This document outlines the CAM draft sub-strategy, which is a daughter document of the LTP. It provides the policy framework for the CAM and contributes to the wider policy platform for the delivery of growth in the CPCA region. Schemes which form part of the CAM will be expected to be compliant with the policies in this document.

Vision, Goals and Objectives

The overarching vision for the Local Transport Plan is:

To deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all











This vision guides the Authority's overall direction of this sub-strategy and the underpinning sub-strategies. From the vision the Authority developed a number of key goals. These three goals are intended to outline what wider outcomes we want the transport network in Cambridgeshire and Peterborough to achieve.

- **Economy:** Deliver economic growth and opportunity for all our communities.
- **Society:** Provide an accessible transport system to ensure everyone can thrive and be healthy.
- **Environment:** Protect and enhance our environment and implement measures to achieve net zero carbon.

The LTP's overarching vision to deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all can only be realised if a public transport system that offers a genuine alternative to the car is implemented.

The LTP's ten objectives are strongly aligned to the goals outlined above. These form the basis against which transport schemes (such as CAM) should be and are assessed.

Local Transport Plan objectives

Goal	Objective	
Economy		Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues
		Connect all new and existing communities sustainably so residents can easily access a good job within 30 minutes, spreading the region's prosperity
		Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports
		Build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability
Society		Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries
		Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all
		Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles
		Ensure transport initiatives improve air quality across the region to meet good practice standards
Environment		Deliver a transport network that protects and enhances our natural, historic and built environments
		Reduce emissions to 'net zero' by 2050 to minimise the impact of transport and travel on climate change

Supporting sub-strategies

The LTP sets out a plan to tackle Cambridgeshire and Peterborough's transport challenges. The Authority's overarching vision is to create a transport system in which active travel modes and public transport (including CAM) are natural choices for the majority of journeys because they are affordable, healthy, convenient and safe alternatives to the private car.

The Authority continues to develop and iterate the supporting strategies for each specific area of transport planning that complement the LTP and will ensure its delivery. In addition, locational transport plans and strategies will evolve that focus

on the transport improvements within a specific area and therefore will be updated in a timely manner.

One of the strategies underpinning the LTP is this sub-strategy for CAM.

The Cambridgeshire Autonomous Metro – Policy Alignment

The need for CAM

To date, economic growth in the region has not been matched by basic infrastructure, particularly transport. To nurture and sustain this growth, new infrastructure is needed to support the delivery of new jobs and new homes and enable existing communities to benefit from greater access to transport options, jobs and opportunities.

CAM will connect key regional centres of employment, existing settlements, key railway stations, new homes and planned growth, to create a platform for sustainable and inclusive growth. CAM will transform people's day-to-day lives, by connecting communities and creating new jobs and widening access to opportunities across the region.

Introduction to CAM

One of the LTP's key objectives is to connect all new and existing communities sustainably so residents can easily access a good job within 30 minutes, spreading the region's prosperity. In order to achieve this objective, the LTP outlines how large-scale investment in public transport must provide extra capacity for people to travel sustainably across the region.

The vision is intended to capture the aspirations for Cambridgeshire and Peterborough's transport network, reflecting future ambition to provide:

'A world-class transport network' – Cambridgeshire and Peterborough aspire toward a transport system of the highest quality on a global stage, which meets the needs of residents, businesses, and visitors.

The Cambridgeshire Autonomous Metro (CAM) forms part of these enhanced infrastructure plans. The vision of the CAM is to 'act locally, impact nationally, and attract globally'. The CAM will act locally by delivering a fast, reliable, convenient, integrated transport network made world-class by deploying the latest technologies. It will support the sustainable growth of the local economy, unlocking new homes, creating new jobs and opportunities for more people, while protecting and enhancing the environment.

The benefits of CAM extend far beyond the region – it will have national and global impact. Through connecting employment sites and increasing the region's attractiveness to highly skilled experts, tech companies and international investor capital, the CAM will make the region's tech cluster larger and more concentrated.

Additionally, the first-mover benefits from the development of the CAM, including the accumulation of skills and intellectual property, could birth a new growth industry, complementing existing sectors, and offering commercial opportunities if applied to

small and medium-sized cities across the globe. These factors will enable future growth of knowledge-intensive sectors, stimulate entrepreneurship activity, and help Cambridgeshire and Peterborough compete with tech hubs globally, supporting greater economic growth across the UK as a whole.

Alignment to Local Transport Plan (LTP)

Better connecting people, markets and businesses, and future transport provision will help to improve regional productivity and this is set out in the LTP. This will help the Authority to deliver its economic vision and improve quality of life for all. Public transport such as CAM will play a key part in achieving those outcomes.

CAM is an essential component of the overarching LTP vision and transport strategy as it will deliver a step change in connectivity, helping to deliver agglomeration benefits, and encouraging modal shift to low-carbon modes.

Alignment with Cambridgeshire and Peterborough Independent Economic Review

The Cambridgeshire and Peterborough Independent Economic Review (CPIER) published its final report in September 2018. The report was developed by the Cambridgeshire and Peterborough Independent Economic Commission, chaired by Dame Kate Barker. The findings from the review form the basis of a number of key regional policies and strategies, including the Local Transport Plan and the Local Industrial Strategy to name a couple.

The report evidences the fast rate of economic and employment growth in the region and highlights the importance of planning now to ensure that strong growth will be sustainable and more inclusive. The report highlighted the potential transformation benefits of CAM stating *“in areas of more dense population, ambitious new projects such as the introduction of a form of rapid transit through the Cambridge Autonomous Metro (CAM) could transform the economy and many people’s day-to-day lives. These can provide for continued sustainable growth”*.


The CPIER report demonstrated that economic growth in the region has not been matched by investment in basic infrastructure, particularly transport. It recommended that:



“A package of transport, and other infrastructure projects to alleviate the growing pains of Greater Cambridge, should be considered the single most important infrastructure priority facing the Combined Authority in the short to medium term.”


A key conclusion to the report is that closer alignment between spatial and transport planning can allow economic growth without driving increased travel. Therefore, it is essential that CAM schemes are considered when new developments and plans for future growth.



Alignment between CAM objectives and the Local Transport Plan objectives


The table below sets out the Authority’s objectives for the CAM and how they support its overall aims and objectives.




Goal	Objective	CAM Objective	CAM sub-objective	Desirable
Economy	 <p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p>	<p>CAM 1: Promote economic growth and opportunity</p> <p>CAM 2: Support the acceleration of housing delivery as set out in existing and emerging Local Plans</p>	<ul style="list-style-type: none"> • CAM-E1: CAM will facilitate greater productivity in Greater Cambridge and the wider region (including Garden Villages) through enhanced efficiencies in travel • CAM-E2: Support new employment by enhancing sustainable access to and attractiveness of key existing and planned employment zones and major areas of housing growth: <ul style="list-style-type: none"> - New settlements and enterprise zones already included in existing adopted Local Plans - Future growth as identified in Local Plans - New Garden Village settlements - Existing settlements with anticipated employment growth (including growth of offices, research and laboratories facilities) <p>Supporting the development of</p> <ul style="list-style-type: none"> - New settlements being brought forward by any future development corporations created in the Oxford-Cambridge corridor. <ul style="list-style-type: none"> • CAM-E3: Increase labour market catchment through linking jobs with 	<ul style="list-style-type: none"> • 24/7 operation • Utilisation of smart infrastructure

Goal	Objective	CAM Objective	CAM sub-objective	Desirable
			<p>homes and better connecting more people and places to underpin a wider transport network for Cambridgeshire and Peterborough that is grounded in active travel and frequent, reliable and convenient public transport</p> <ul style="list-style-type: none"> • CAM-E4: Serve and support new areas for sustainable housing development contained within emerging and future Local Plans • CAM-E5: Provide overall transport capacity to enable and accommodate future employment and housing growth 	
	 <p>Connect all new and existing communities sustainably so residents can easily access a good job within 30 minutes, spreading the region's prosperity</p>		<ul style="list-style-type: none"> • CAM-E6: Improve transport connectivity to/with existing and new settlements • CAM-E7: Improve journey time reliability • CAM-E8: Direct high-quality public transport access to key housing sites (short and longer term) 	
	 <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>		<ul style="list-style-type: none"> • CAM-E9: Directly serve and link into transport hubs (where appropriate) including existing and planned rail stations (to facilitate the necessary outward and inward commuting to/from Cambridge) 	

Goal	Objective	CAM Objective	CAM sub-objective	Desirable
			<ul style="list-style-type: none"> • CAM-E10; At transport hubs, support easy and rapid mode changes and transfers • CAM-E11: Integrate with active travel and other transport initiatives that provide safe first and last mile connectivity to CAM • CAM-E12: CAM will be fully integrated with the public transport network, including support the development of and connection to demand response modes • CAM-E13: Integration with other modes, including active travel, rail, bus and coaches 	
	 <p>Build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability</p>		<ul style="list-style-type: none"> • CAM-E14: Integrated with main arterial corridors, including the projected East West Rail route and the upgraded A428, and key LTP infrastructure projects • CAM-E15: CAM is anticipated to be segregated as a default assumption; subject to full demand and transport planning analysis to justify the need for segregation • CAM-E16: CAM will use future ready technology, infrastructure and concepts of operations that delivery safe, reliable, regular, resilient and inclusive transport 	

Goal	Objective	CAM Objective	CAM sub-objective	Desirable
			<ul style="list-style-type: none"> • CAM-E17: CAM will commence delivery in late 2024 and will be delivered in next decade • CAM-E18: CAM will be designed to ensure that it is future proofed and flexible in terms of capacity and technology so that any advances in technology do not unduly delay the programme • CAM-E19: CAM will utilise sustainable, highly flexible, zero emission vehicles • CAM-E20: CAM will be designed to maximise passenger trips in both directions and across the whole day 	
Society	 Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries	CAM 3: Promote Equity	<ul style="list-style-type: none"> • CAM-S1: The CAM network will be safe and secure – safe by design, safe in construction and safe in operation – to meet all standards and global best practice • CAM-S2: CAM will meet all planning and environmental requirements 	
	 Promote social inclusion through the provision of a sustainable transport network that is		<ul style="list-style-type: none"> • CAM-S3: CAM will ensure an affordable and fair fare structure is in place that is comparable to any public transport service offered within the UK 	

Goal	Objective	CAM Objective	CAM sub-objective	Desirable
	affordable and accessible for all		<ul style="list-style-type: none"> • CAM-S4: CAM will be fully compatible with a county-wide future integrated ticketing regime • CAM-S5: CAM will promote seamless connectivity between regional settlements, major city fringe employment sites and key satellite growth areas across Cambridgeshire and Peterborough • CAM-S6: Facilitates seamless cross country and city journeys to outlying regional settlements, urban fringe employment sites and key satellite growth areas • CAM-S7: CAM will improve opportunities for all residents and communities • CAM-S8: CAM will promote high quality public realm at stations • CAM-S9: Reduces adverse impacts of public transport provision on city, urban and village centres 	
	 Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles		<ul style="list-style-type: none"> • CAM-S10: CAM will support and be complementary to active travel modes 	

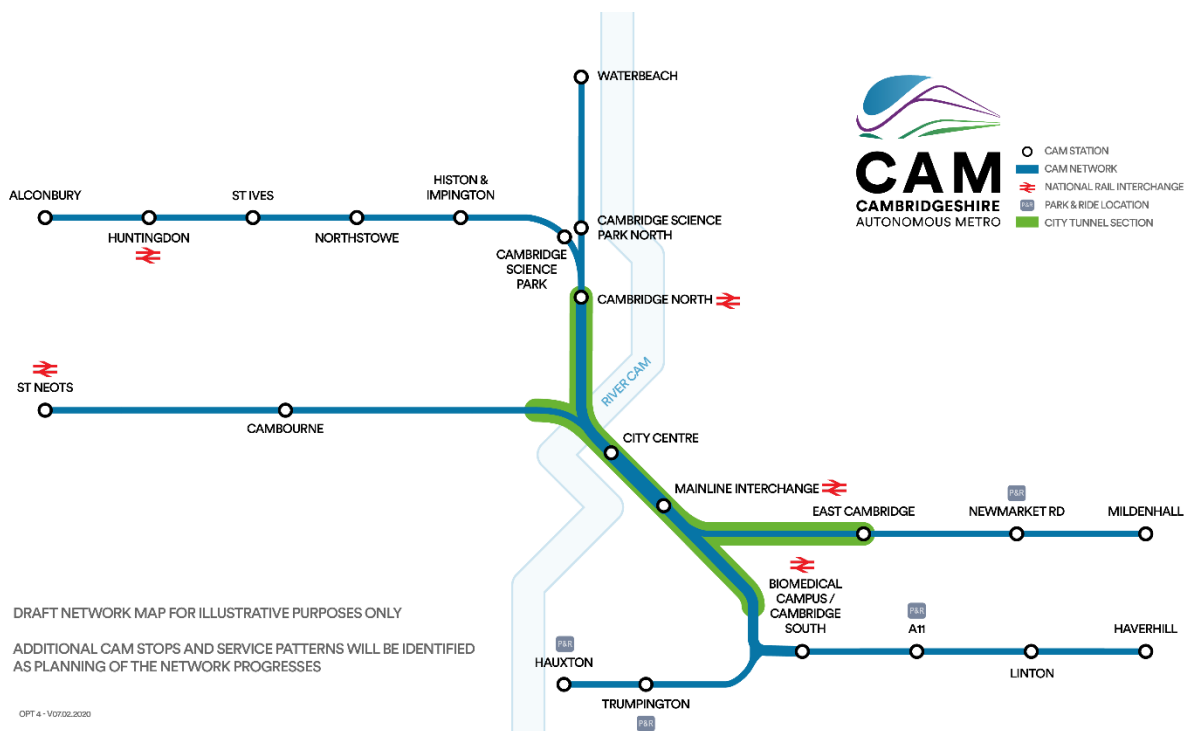
Goal	Objective	CAM Objective	CAM sub-objective	Desirable
	 <p>Ensure transport initiatives improve air quality across the region to meet good practice standards</p>		<ul style="list-style-type: none"> • CAM-S11: CAM will support measures that will result in an improvement in air quality • CAM-S12: CAM will derive its power primarily from 'cleaner' or less carbon-intensive energy sources, such as wind, solar and hydroelectric power rather than carbon-intensive sources such as fossil fuels 	
Environment	 <p>Deliver a transport network that protects and enhances our natural, historic and built environments</p>	CAM 4: Promote sustainable growth and development (including factors effecting environment, heritage, biodiversity and community)	<ul style="list-style-type: none"> • CAM-EV1: CAM will support and enhance environmental sustainability (delivering biodiversity net gains. <ul style="list-style-type: none"> - Minimise adverse impacts on conservation areas, heritage and natural community assets, including protecting the character of towns and villages and the city of Cambridge, whilst avoiding encouraging unsustainable village fringe development. - Meets net gain requirements and where possible offers additional visual and environmental enhancements 	
	 <p>Reduce emissions to 'net zero' by 2050 to minimise the impact of</p>		<ul style="list-style-type: none"> • CAM-EV2: CAM infrastructure will utilise zero emissions vehicles; other public transport zero 	

Goal	Objective		CAM Objective	CAM sub-objective	Desirable
		transport and travel on climate change		<p>emissions vehicles should be able to use sections of the CAM infrastructure if they are CAM compatible</p> <ul style="list-style-type: none"> • CAM-S11: Improve air quality • CAM-S12: Promote low carbon economy 	

CAM Network

The CAM programme is comprised of several main elements to be delivered over time:

- The City Tunnel Section, including underground tunnels and planned major interchange hubs at the city centre and at the mainline railway station, under the city of Cambridge;
- Inner Corridors, often referred to as the ‘GCP Corridors’; and
- Regional Routes to extend the system to reach Garden Villages, employment sites and other major housing and employment locations.



Maximise opportunities to link with other transport initiatives and expand the CAM network beyond the currently planned network will continue to be explored by the Authority, and as such, all planned network components must be designed to properly link with one another and not preclude future linkages.

In line with CAM Policies E9 and E14, these projected routes will need to complement and be integrated with other major transport infrastructure developments along the corridors they serve. National government's commitment to an East-West Rail route and proposed new heavy rail improvements and/or station developments at St Neots, West of Cambourne, Cambridge South, and Waterbeach will need to be taken into account in developing business cases.

Subject to receipt of the necessary powers and consents and funding, the Regional Routes are planned to become operational from late 2024 onwards.

CAM is designed to provide a best-in-class passenger experience in terms of journey time reliability, smoothness of ride, vehicle and stop quality, level boarding, fully

electric operation and off-vehicle ticketing. CAM is currently anticipated to be segregated as a default assumption.

To enhance safety and reduce operating costs it is expected CAM will eventually become driverless once autonomous vehicles have been approved for use in the UK and the appropriate safety regulations have been established.

The CAM scheme is scalable and has the potential to further increase carrying capacity in line with the future demands as it is encouraged and support a modal shift away from the private car following the scheme's introduction.

The LTP ambition

The Authority's core transport strategies aim to encourage the shift to active travel and public transport: from providing sustainable connectivity to and within new developments, to delivering world-class active travel infrastructure, and a new, more integrated and accessible, public transport network. Major projects, such as CAM and East West Rail (EWR), will provide new journey opportunities, with fast, frequent services and competitive journey times, designed to act as a genuine alternative to the private car.

The Combined Authority will continue to encourage developments in those places where transport can be provided through schemes such as the CAM, including along existing transport corridors and new garden villages.

Complementing CAM will be a comprehensive, better integrated network of local bus services, connecting the suburbs of the urban areas and smaller towns and villages to employment centres across the area and the CAM network. Existing and new transport hubs, interchanges and Park & Ride sites will provide sustainable travel options. These will be better integrated into surrounding local transport networks, acting as travel hubs with high-quality interchange between CAM and local bus and demand-responsive services, together with the active travel network. Local buses – and demand-responsive transport – will be designed to ensure that no one is outside of the reach of safe, reliable public transport, and hence helping to maximise social inclusion for those who lack access to a car.

For CAM to be successful, high-quality interchanges will be needed. This means they will be attractive, safe, inclusive and secure with excellent information and integrated feeder transport arrangements – active travel, rail, bus, taxi and other modes.

To ensure that the CAM system is accessible to our customers and communities, we propose involving our communities, including older people, disabled people and young people in the design and delivery of the CAM system.

CAM 1: Promote economic growth and opportunity

The CPIER highlighted the incredible economic success story of the Greater Cambridge-focused science and tech industries over the last 50 years, underpinned by the presence of the Universities and science parks in and around Cambridge. The area is a global leader in innovation and commercialisation of ideas, and a

magnet for companies across the globe. In the last few years this has delivered employment and business growth far above average. However, CPIER also found that this growth was uneven, with surrounding parts of Cambridgeshire not necessarily sharing in that same level of success. The CPIER also noted the clusters of activity in other towns, for example advanced materials (composites) in Huntingdon.

The Local Industrial Strategy has a priority to improve the long-term capacity of the area by supporting the foundations of productivity. It also has a priority to broaden the base of economic growth, including by spreading the benefits of high growth beyond the Cambridge area. There are, however, signs that constraints on growth are starting to bite. In particular, transport issues will significantly reduce this success if not dealt with.

The CAM, in providing an integrated network through its Regional Routes, will connect many towns and key locations, including science parks. This will help deliver the Local Industrial Strategy priorities. Firstly, the CAM will improve employment opportunities as more residents will have 30 minutes or better access by high quality sustainable travel to key employment locations. Secondly, it will increase the attractiveness of surrounding towns to businesses to establish and expand their operations, thus spreading the growth benefits of the science and tech economy across the wider region.

CAM 2: Support the acceleration of housing delivery

As a result of its strong economy, the world-class education offer and good living environment, this part of Cambridgeshire has seen rapid growth in both employment and households (but also increases in house prices as supply has not kept up with demand). To cater for that growth, local councils in the area have plans in place for an additional 61,000 homes by 2031. The CAM is critical to delivering sustainable transport to support the anticipated growth up to 2031 and beyond.

Much of the new development is on the edge or outside of Cambridge in large-scale developments. These include new settlements on proposed CAM routes at places such as Northstowe, Bourn Airfield, north of Waterbeach, and Alconbury Weald, Huntingdon. Some of these locations will continue to provide housing beyond 2031. The plans for the Greater Cambridge area are also under review to extend them to cover the period to 2040.

As highlighted in the Combined Authority's Growth Ambition Statement, the CAM enables the development of new sustainable settlements along its route. New developments can be designed from the ground-up to be integral with the CAM, including access by active travel, maximising the sustainable travel benefits. As Garden Villages these communities will be exemplars in sustainable ways of living and working, with local community infrastructure, job opportunities and attractive green space and public realm areas. Long-term stewardship of community assets is a feature of Garden Villages. Locations of Garden Villages will be examined through the planning process.

In the March 2020 budget, the government announced that it was going to examine and develop the case for new Development Corporations in the Oxford-Cambridge Arc with a focus on St Neots/Sandy, Cambourne and Cambridge. This included plans to explore the case for a New Town at Cambridge. It is therefore important that the CAM scheme is adaptable and helps to meet the travel demands emerging from these new developments through its integration into the fabric of the development with appropriate interchange and services.

CAM 3: Promote Equity

Integration with the wider passenger transport network

The public transport strategies for Cambridge and Peterborough (previously developed by the County and City Councils) set out the long-term strategy and short-term delivery plan for public transport. As with the other underpinning daughter documents to the LTP, these strategies will be reviewed and refreshed in a timely manner. It is essential that the CAM scheme is fully integrated with the wider public transport network to enhance the opportunities for all. Therefore, it is imperative that CAM delivers the following:

- CAM will be fully integrated and embedded within the public transport provision to ensure a high-quality network with appropriate interchange opportunities are provided;
- The scheme provides services and develop infrastructure that meets the needs of customers; the residents of, employees based within, and visitors to Cambridgeshire and Peterborough, whilst at the same time having regard to economy, efficiency, and effectiveness; and
- CAM will provide a high-quality, integrated passenger transport network to provide people, in both the urban and rural areas, with access to the opportunities and benefits that contribute to the enjoyment of a better quality of life.

Alignment to the Bus Reform Task Force

The Bus Reform Task Force (BRTF) was launched in early 2019 and is exploring the best operating and delivery model for our public transport network. It has three main workstreams: to establish an integrated framework to assess subsidy requirements, to identify and implement tangible short-term improvements to bus services, and to develop and examine the business case for a number of alternative delivery options for bus services in Cambridgeshire and Peterborough. CAM will be aligned with the conclusions from the BRTF that are due to be published in late 2020.

Alignment to emerging public transport schemes (such as East-West Rail and Cambridge South Station)

The Authority continues to explore opportunities to enhance strategic public transport accessibility and support growth through new infrastructure and the connectivity between the CAM and other public transport schemes and networks. The developments in the transport network need to be successfully planned to integrate with the CAM network and the EWR proposals. The interchange and connectivity

between the two networks and the traditional bus network needs to be seamless to maximise the benefits of these complementary modes to reduce the dependency on the private car by offering a real alternative and opportunity to the people of the region. This integration of modes will significantly reduce journey times to major cities elsewhere, creating new opportunities for work and leisure for our residents while supporting expanding the labour market and Cambridgeshire and Peterborough's productivity.

East-West Rail

CAM should complement the new EWR link, serving the smaller communities that the heavy rail line will pass without stopping. It is important to consider how the EWR route relates to the CAM network, to maximise integration between modes and how they will interact. This interaction needs to be understood to ensure that the schemes genuinely complement each other thereby maximising the benefits for all. Providing appropriate and effective interchanges between CAM and EWR that are safe, accessible, sustainable and seamless to provide a fully integrated public transport network that maximises the "offer" between St Neots and Cambridge.

Cambridge South Station

A key element in the development of Cambridge South Station as a multi-modal interchange is understanding the requirements of the users, both existing and potential travellers and how this scheme will seamlessly interact with CAM.

Integration with emerging highways schemes (A428, A10, A505)

The Authority is currently developing schemes within the A428, A10 and A505 corridors and examining how connectivity can be improved along and through the corridor, with a particular focus on improving the "offer" to the people of Cambridgeshire and Peterborough. Any developments and/or improvements to the highway network needs to fully integrate with CAM to ensure a truly seamless network is delivered with adverse impacts minimised wherever possible. Therefore, as and when these schemes and others being developed by the Authority and the Greater Cambridge Partnership, it is essential that due consideration is given to CAM's requirements.

CAM 4: Promote sustainable growth and development

Integration with active travel

- CAM interchanges with easy step free access will ideally located at either major attractors or generators of passengers and within 10 to 15 minutes' walk to key locations ensuring ease of access to major attractors;
- Access should be designed to radiate from CAM stops; and
- Locating the CAM stops at the optimum location for accessibility helps to reinforce the sustainable transport message.



March Area Transport Study

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Yes

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Delivery and Strategy

Key decision: Yes

Forward Plan ref: KD2020/075

Recommendations: The Combined Authority Board is recommended to:

Approve the drawdown of £900,000 for construction of the remaining March Area Transport Study Quick Win Schemes

Voting arrangements:

A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members.

1. Purpose

1.1 The Transport and Infrastructure Committee meeting unanimously approved the Quick Wins programme as part of the March Area Transport Strategy (MATS) project on 4 November 2020 and has recommended the proposed budget allocation to the Combined Authority Board for approval.

1.2 The Committee report can be viewed in full at:

[Transport and Infrastructure Committee meeting 4 November 2020 - Item 2.6 - March Area Transport Study](#)

2. Appendices

2.1 Appendix 1 – Quick Win Schemes: Programme of Delivery

3. Background Papers

3.1 [CA Board Report March 2018](#)

3.2 [CA T&I Committee Paper](#)

3.3 [CA Board report August 2020](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS



Item 5.2: Appendix 1 – Quick Win Schemes

Quick Win Scheme	Description	Construction Start
QW1A – Station Rd	Improve safety for pedestrians. Provide a zebra crossing	January 2021
QW2 – Upwell Rd/Cavalry Drive	Introduce gateway feature at edge of town, introduce 40mph speed limit buffer and revise deflections on Cavalry Dr roundabout	July 2021
QW11-13 March-wide Walking/Cycling Strategy	March-wide walking and cycling facility audit and produce improvement delivery plan	Strategy document complete. A set of possible deliverables have been identified and a phased approach to construction to be developed
QW15 – St Peter's Rd	Improve safety for school children. Provide a zebra crossing	November 2020
QW16 – March-wide HGV Signage	Improve signage for HGV drivers to reduce poor route choice	December 2020
QW19 – A141 / Burrowmoor Rd and A141/Knights End Rd junctions	Introduce street lighting at two junctions	Work completed Project has been halted due to there being no accident history at the 2 junctions and a high possibility of effecting bats habitat.
QW20 – Traffic signals on B1101	Re-validate signal timings on B1101 between St Peters Rd and Station Rd	Completed May 2019
QW21 – Norwood Ave	Complete footway on southern side of Norwood Ave	February 2021
QW22 – Norwood Rd	Introduce traffic calming on three sections of Norwood Rd	August 2021

Quick Win Scheme	Description	Construction Start
QW23 – Hundred Rd	Complete footway on eastern side of Hundred Rd including build out feature	March 2021



A47 Dualling

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Yes

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Delivery and Strategy

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

Note the contents of the report and proposed next steps.

Voting arrangements: A simple majority

1. Purpose

- 1.1 To update the Board on discussions with Highways England on the A47 Dualling Project to date and outline proposed next steps.
- 1.1 These proposals were considered at the Transport and Infrastructure Committee meeting on 4 November 2020. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for noting.
- 1.2 The report to the Transport and Infrastructure Committee can be viewed via the link below:
[Transport and Infrastructure Committee 4 November 2020 - Item 2.7 refers](#)

2. Appendices

- 2.1 Appendix 1 – A47 Strategic Outline Business Case
- 2.2. Appendix 2 – A47 Options Assessment Report

- 2.3 The above appendices to the Transport and Infrastructure report can be viewed via the link below:

[Transport and Infrastructure Committee 4 November 2020 - Item 2.7 refers](#)

3. Background Papers

- 3.1 [Transport and Infrastructure Committee 6 March 2020](#)

- 3.2 [CA Board June 2017](#)

- 3.3 [CA Board June 2018](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS



Cambridge South East Transport Better Public Transport and Active Travel Consultation

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Yes

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Delivery and Strategy

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

Delegate responsibility to the Director of Delivery and Strategy to respond to the consultation on behalf of the Combined Authority, in consultation with the Chair of the Transport & Infrastructure Committee.

Voting arrangements: A simple majority of all Members.

1. Purpose

- 1.1 To note the Combined Authority's approach in responding to the Greater Cambridge Partnership's (GCP) Cambridge South East Transport (CSET) Environmental Impact Assessment (EIA) consultation and delegate responsibility to the Director of Delivery and Strategy to respond to the consultation on behalf of the Combined Authority, in consultation with the Chair of the Transport & Infrastructure Committee.
- 1.2 These proposals were considered at the Transport and Infrastructure Committee meeting on 4 November 2020. Following discussion, the Committee agreed unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The report to the Transport and Infrastructure Committee can be viewed via the link below:

[Transport and Infrastructure Committee 4 November 2020 - Item 2.3 - Cambridge South East Transport Better Public Transport and Active Travel Consultation](#)

2. Considerations

2.1 None.

3. Appendices

3.1 None.

4. Background Papers

4.1 None.



Local Growth Fund Programme Management November 2020

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Yes

Lead Member: Austen Adams, Chair of the Business Board

From: John T Hill, Director of Business and Skills

Key decision: Yes

Forward Plan ref: KD2020/060

Recommendations: The Combined Authority Board is recommended to:

- a) Allocate the remaining £2,043,178 Local Growth Fund into the Growth Grants strand of the new Business Growth Service;
- b) Delegate authority to Director of Business and Skills, in consultation with the Monitoring Officer, Lead Member for Finance and Investment and Section 73 Officer, to approve launching the grant scheme approved by the Business Board to receive the remaining £2,043,178 Local Growth Fund;
- c) Approve the carry forward of £100,000 of the current funding allocation to the Eastern Agri-tech Growth Initiative scheme to enable the close out of the scheme, handling of final claims, a full programme evaluation and report during 2021-22; and
- d) Note the programme updates outlined in the report to the Business Board.

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 The Greater Cambridge and Greater Peterborough Local Enterprise Partnership (GCGP LEP) negotiated three successive Growth Deals with Government between 2014 and 2017,

securing £146.7m to deliver new homes, jobs and skills across the LEP area. This report provides an update on the programme's performance since April 2015 for the Local Growth Fund (LGF).

- 1.2 The report to the Business Board provides operational updates on the LGF progress to 16 October 2020 based on the following items:
- a) 2020/21 LGF annual grant payment
 - b) Financial update on programme spend
 - c) Q1 2020/21 Quarterly Growth Deal return to MCHLG
 - d) Projects currently in delivery including pre-contract plus completed projects
 - e) COVID Business Capital Grant
 - f) Eastern Agri-Tech Growth Initiative update
 - g) LGF Monitoring and Evaluation update
 - h) Review of LGF application steps, scoring matrices and evaluation processes plus future pipeline
 - i) Getting Building Fund (GBF) update
- 1.3 These proposals were considered at the Business Board meeting on 10 November 2020. Following discussion, the Business Board resolved by a majority to submit recommendation (a) above to the Combined Authority Board for approval, and resolved unanimously to submit recommendations (b), (c) and (d) to the Combined Authority Board for approval.
- 1.4 The report to the Business Board can be viewed via the link below:

[Business Board meeting 10 November 2020 - Item 2.2 refers](#)

2. Appendices

- 2.1 Appendix 1 – Appendix A – Cities and Local Government (MHCLG/BEIS) Quarter 2 Return
- 2.2 Appendix B – LGF Project Delivery Issue Log
- 2.3 Appendix C – Update on the Combined Authority's response to Covid-19 and Funding Decisions
- 2.4 Appendix D - Business Board LGF Investment Monitoring Report
- 2.5 Appendix E – LGF Processes Review Report
- 2.6 Appendix F – LGF Pipeline Development Plan (Draft)
- 2.7 The above appendices to the Business Board report can be viewed at:

[Business Board meeting 10 November 2020 - Item 2.2 refers](#)

3. Background Papers

- 3.1 [Local Growth Fund Documents, Investment Prospectus, guidance and application forms](#)

3.2 [Eastern Agri-Tech Growth Initiative Guidance and Application Forms](#)

3.3 [List of funded projects and MHCLG Monitoring Returns](#)

4.4 [Local Industrial Strategy and associated sector strategies](#)

4.5 [Covid Business Capital Grant Scheme](#)

72 Market Street, Ely, Cambridgeshire CB7 4LS

Or from:

72 Market Street

Ely

Cambridgeshire CB7 4LS



Growth Deal Project Proposals November 2020

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Yes. However, this report contains appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.

Lead Member: Austen Adams, Chair of the Business Board

From: John T Hill, Director of Business and Skills

Key decision: Yes

Forward Plan ref: KD2020/069

Recommendations: The Combined Authority Board is recommended to:

Approve funding for the Cambridge Visitor Welcome project based on the project scoring criteria and external evaluator recommendation.

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 The Business Board is responsible for allocating the Local Growth Fund, subject to approval by the Combined Authority Board, with the objective of creating new jobs and boosting productivity.
- 1.2 The Business Board makes recommendations to the Combined Authority Board against applications that have been submitted for these funds and the pipeline of projects based upon the independent external assessment undertaken.
- 1.3 These proposals were considered at the Business Board meeting on 10 November 2020. Following discussion, the Business Board unanimously resolved to recommend the proposals to the Combined Authority Board for approval.

- 1.1 The report to the Business Board can be viewed via the link below:

[Business Board meeting 10 November 2020 - Item 2.3 refers](#)

2. Appendices

- 2.1 Exempt Appendix 1 – Combined Authority Accountable Body report
- 2.2 Exempt Appendix 2 – Project Application Information and external appraisal report.

3. Background Papers

- 3.1 [Local Growth Fund Documents, Investment Prospectus, guidance and application forms Growth Prospectus 2019-21](#)
- 3.2 [Local Industrial Strategy](#)
- 3.3 [CPCA Local Assurance Framework](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS



Local Economic Recovery Strategy Update

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 November 2020
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director of Business and S
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve the updated version of the Local Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough.</p>
Voting arrangements:	A simple majority of all Members

1. Purpose

- 1.1 To seek the Combined Authority Board's approval of the latest version of the Local Economic Recovery Strategy following further evidence-based insight. Copy attached at Appendix 1.
- 1.2 These proposals were considered at the Business Board meeting on 10 November 2020. Following discussion, the Business Board unanimously resolved to recommend the updated version of the Local Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough to the Combined Authority Board for approval.
- 1.3 The undated version, Appendix 1 was shared with the Skills Committee on 9 November 2020 however the Committee did not have sight of the most updated version of Appendix 2 and has subsequently been advised accordingly.
- 1.4 The report to the Business Board can be viewed via the link below:

[Business Board meeting 10 November 2020 - Item 3.2 refers](#)

2. Considerations

- 2.1 The current version of the Local Economic Recovery Strategy was approved by the Combined Authority Board on 30 September 2020.
- 2.2 The Local Economic Recovery Strategy will be further updated in January 2021 to ensure that it reflects the emerging position on employment and the trajectory of post-lockdown economic recovery.

3. Appendices

- 3.1 Appendix 1 – LERS Main Strategy Document
- 3.2 Appendix 2 - Interventions Explained (LERS Appendix 1)

4. Background Papers

- 4.1 [Combined Authority Board meeting 30.09.20 - Item 6.3 refers](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item 6.1 – Appendix 1

Cambridgeshire & Peterborough
Local Economic Recovery Strategy (LERS)

November update

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ACKNOWLEDGEMENTS

This recovery strategy has been a collaborative process strengthened by significant co-ownership and broader business community, education and public consultation. It is designed to be a living document, that evolves as the immediate and longer term impact of Covid 19 evolves. This Local Economic Recovery Strategy is a co-created product of the Covid-19 Local Economic Recovery Sub-Group, consisting of Local Authority economic development officers in partnership with representatives of all the key local business organisations. All Local Authority and business representatives have played an active role in shaping this strategy, within a highly collaborative and very positive environment. The vision and interventions developed by this group have been subsequently workshopped and developed by a sub-group of the CPCA's Business Board and undergone a local consultation process with 100 businesses.

The Local Authority officer, business representative and individual business leader input that has created the proposed strategy is recommended for adoption by the Business Board. As the longer term implications of Covid 19 emerge it will continue to be updated, alongside other strategies such as the Arc Prospectus, CPCA Investment Prospectus and CPCA LIS. Individual Local Authorities are expected to present this "whole of economy" recovery strategy to their cabinets for endorsement during October and November, which will lead to local recovery plans being developed in alignment, on the basis that it will evolve as the economic situation unfolds

The strategy is further underpinned by a common understanding that to lead the region to economic recovery, behaviours will also need to change in order to support the interventions proposed. All those involved in the creation of this strategy share a steadfast drive to make things happen and do things in new and innovative ways that are more collaborative and more impactful than ever before, setting the Cambridgeshire & Peterborough economy as a trailblazer and exemplar of sustainable and sustained economic recovery and renewal for the rest of the UK.

Contributors to development of the Cambridgeshire & Peterborough Local Economic Recovery Strategy include:

- Cambridgeshire & Peterborough Combined Authority & Business Board
- Cambridgeshire County Council
- Cambridge City Council
- Huntingdonshire District Council
- Fenland District Council
- East Cambridgeshire District Council
- South Cambridgeshire District Council
- Peterborough City Council
- Greater Cambridge Partnership
- Public Health England
- Police Commission
- Cambridgeshire Chambers of Commerce
- Federation of Small Businesses
- Opportunity Peterborough
- Cambridge Network

FOREWORD

Since March, employers and employees have had to encounter unforeseen challenges and we have seen incomparable levels of adaptability and resilience. The economy has begun to reopen following the end of the national lockdown, but the recent upsurge in cases nationally and globally, and further restrictions (so far outside the CPCA area) have continued to have a severe impact on people and businesses. As we seek to continue to reopen whilst managing the ongoing public health response in the weeks and months ahead, residents and employers will continue to meet a series of challenges and obstacles head-on to ensure survival before they can consider resuming on a new and very different journey of growth. We will also need to support those effected by the mental and physical health impacts.

Many employers in our region have also been directly involved in the national and international fight against the disease, from the global development and testing of vaccines, to uncovering effective medical treatments, through to the design and engineering of new ventilators for hospitals. In a time of crisis, this has highlighted the importance of rapid commercial innovation to our own economies and of the UK.

Our region's employees will also face huge challenges in the future. Many are already facing huge uncertainty with the very real threat of redundancy or, at least, a seismic change in their job looming. The future workers in our region, our young students, face the daunting prospect of entering a severely contracted jobs market that is now newly congested with competition from experienced talent who have found themselves jobless.

The huge and unprecedented response by National and Local Government has provided vital lifelines to residents, business leaders and entrepreneurs. This strategy sets out the actions needed now and the longer term. The investment and interventions it sets out are crucial if we are to avoid a situation in which recovery will be longer, less inclusive and the gaps between our sub-economies will widen.

We are determined to do better than just recover. The CPCA area is absolutely central to the UK's renewal and future growth. The major strategic investments that underpin our leading contribution to the UK's transition to a zero carbon, more sustainable economy, are set out in the Ox-Cam Arc Economic Prospectus and CPCA Spending Review submission.

We have been influential in ensuring that the five primary requests for funding in the Ox-Cam Arc Economic Prospectus were centred on innovation. Three are focused on net zero technology development. Cambridgeshire & Peterborough innovators are significant in those projects. We have also prioritised green recovery in the CPCA Spending Review submission, in which of the nine requests for funding, we have four that are about getting people out of cars and into bus or rail and two that are about developing new net zero technology. This means that 60% of the ideas we have set out for recovery across the OxCam Arc, and 77% of the CPCA's major initiatives are climate focused.

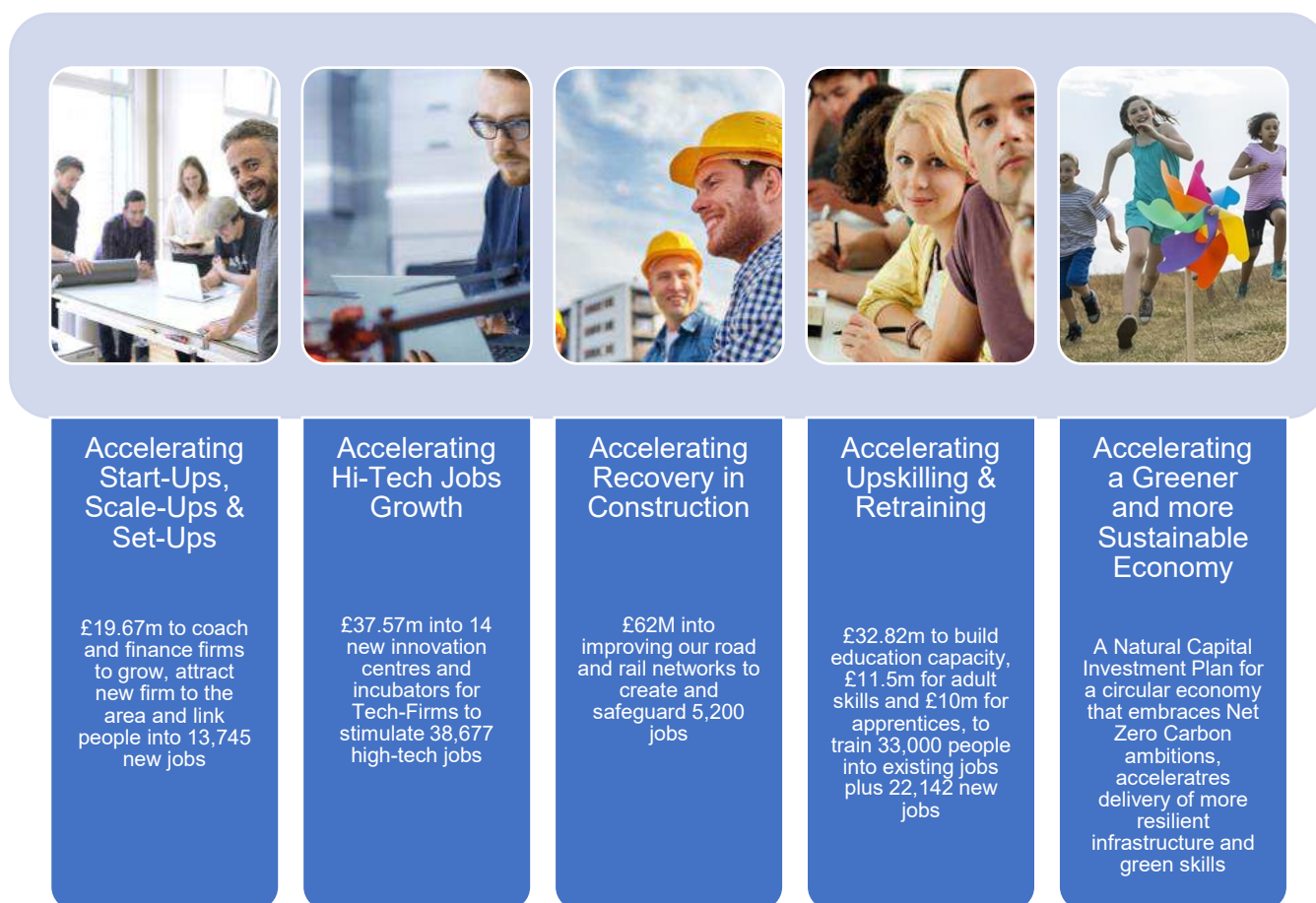
1. THE RECOVERY MISSION & TOP-LEVEL STRATEGY

1.1 The Mission

Our region is focussed on providing sustainable and healthy places in which to live and work. The core mission of our Covid-19 Economic Recovery Strategy is to:

“To lead the nation out of recession - by accelerating the recovery, rebound and renewal of our economy and achieving our ambition to double GVA by 2042 - in a new and more digitally enabled, greener, healthier and more inclusive way than ever before.

Accelerating recovery will be achieved through strengthening our businesses’ and workforce’ capacity for rebound and regrowth. Our local strategy is constructed to address the three phases of recovery and has 5 Pillars of delivery:



These 5 pillars align with and reflect the aims of the Local Industrial Strategy:

- People:** Through local collaboration and strong leadership, deliver a fair and inclusive economy by empowering local people to access the education and skills needed to meet the needs of the local economy and business, both now and in the future.

- **Ideas:** Ensuring that the area's economic base grows by harnessing innovation, enhancing Cambridge's position nationally and globally, especially around life science, artificial intelligence and data technologies, whilst bringing innovation-based growth to Peterborough and the Fens too.
- **Business Environment:** Accelerating and sustaining higher levels of business growth in start-ups and scale-ups, whilst attracting new and more knowledge intensive firms to our economy, to drive both growth and productivity.
- **Infrastructure:** Enhancing the current transport and housing infrastructure that is hampering growth in the south, whilst investing in commercial infrastructure to bring inclusive growth to the north.
- **Place:** Tailoring interventions to meet the needs of our cities and districts at local level.

The CPCA economy was in a very strong position at the start of the Covid 19 shock. We have the ability, track record and potential to lead the UK's recovery:

- Prior to Covid 19 the Cambridge City region was the fastest growing economy in the UK and is arguably the most likely to rapidly reverse the impacts of Covid 19 on overall output and regain its previous growth trajectory, which is vital for the UK's sustainable economy.
- One of a very few net contributors to the Treasury, with the potential to regain that position to aid Government in the recovery period.
- Breadbasket of England –over 50% of the UK's grade 1 highest quality land for food growing in the country, which is critical to sustainable food production and future food security in the UK. The Fens are also considered one of the country's greatest natural assets and wet ecosystems.
- A microcosm of the UK as a whole – with the potential to harness the strengths of the three local economies to demonstrate best practice in recovery.
- Global leadership in Life Sciences, Agritech and Education with 16% of the UK's knowledge intensive business services, with high potential for productivity and growth in recovery.
- Cambridge has more patent applications per 100,000 population than any city in the UK and more than western EU countries put together. Peterborough is another leading area for innovation - in top 15 UK Cities for patent applications, so the area leads in innovation.
- Peterborough has a major cluster in environmental technologies supporting the drive for green recovery.
- Peterborough and Cambridge are “smart cities”

1.2 The Strategy in Summary

Our recovery strategy includes the interventions that will have the most positive impact over the near/medium term whilst at the same time laying the road for longer term and sustainable recovery. Covid 19 has effected all sectors and communities, so our economic response is core to supporting people effected and ensuring we minimise the long term health and wellbeing impacts, working in parallel and supporting wider needs based public services locally.

Cambridgeshire and Peterborough is an industrially diverse region, made up of three connected but distinct sub-economies. This recovery strategy reflects our commitment to respond effectively to the specific needs of Greater Peterborough, the Fens, and Greater Cambridge – whilst building the connections and relationships that will unlock the full economic potential of the whole region.

Our interventions for medium-term recovery over the next 12-18 months will help ensure the C&P economy rebounds faster and with growth that is more inclusive, greener and sustained longer at higher rebound rates than would have naturally occurred. This also includes a specific focus being placed on those sectors and places in most need and with the longest forecast recovery rates so they start to recover sooner.

Planning for longer-term recovery by making strategic investments that enable greater future resilience, strengthen our economic assets, and address the inherent disparities across sectors and place, that have presented barriers to greater inclusive growth in the past, including:

- Skills deficits and lower quality employment in the north of the economy.
- Broadening the base of our knowledge intensive companies so that economic opportunities in resilient growth sectors are brought to more Cambridgeshire and Peterborough communities.
- Maintaining our standing as a world-leading centre for innovation – ensuring that international businesses continue to choose to grow or relocate here, and in doing so create inclusive opportunities.
- Providing an attractive commercial, housing and quality of life offer across our Cities and Market Towns for businesses and people relocating from major cities like the capital.
- Ensuring that the economies of the CPCA are developed sustainably to actively contribute to tackling Climate Change and adapting to its impacts.

Supporting appendices:

Details on all our proposed interventions can be found in **Appendix 1: LERS Interventions Explained.**

Details on proposed intervention priorities and actions at local level can be found in **Appendix 2: City, Districts and Town Level Recovery Strategies.**

In addition, of course, are the many other, powerful interventions and initiatives of the Business Board, the wider Combined Authority and its key partners, that make up the 5 Pillars of our COVID 19 Local Economic Recovery Strategy. Details on Business Board LGF investments that will support economic recovery by creating 50,644 new jobs to 2042 can be found in **Appendix 3: Business Board LGF Investments.**

1.3 The Interventions in Summary

We have categorised our recovery projects into three groups: **Primary**, **Secondary** and **Tertiary**.

Primary interventions are those which have been approved for funding and have clear cost benefit data, showing how money spent links through to jobs, skills, and other outcomes.

Secondary interventions are those which are either approved in principle but don't yet have clear cost and benefit data; or those which have cost benefit data but where lobbying for funding is ongoing.

Tertiary interventions are those which neither have clear cost-benefit data nor are formally approved.

Impact assessment methodology

We have given an indicative assessment of the impact of each intervention in the three different phases - Recover, Rebound and Renew. 1 is lower impact and 3 is higher. It is important to note that many projects have higher impact in some phases than others. This should be a strength not a weakness. It means they are targeted at a specific need or opportunity. Some projects also score relatively low, simply because they were immediate recovery projects and relatively small scale - but again, that does not mean that they were not worth doing.

PRIMARY INTERVENTIONS

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A1	A TOTAL OF £29M INVESTMENT INTO NEW BUSINESS GROWTH SERVICE TO DELIVER REBOUND & GROW COACHING SERVICES	BGS APPROVED AND FUNDED	£2,264 per job	3	3	3	If the economy remains in survival mode for a prolonged period, the growth service may have to focus on helping firms access financial support ahead of ambitions for long-term growth
A2	£4M OF TARGETED INVESTMENT INTO NEW INWARD INVESTMENT SERVICE TO ATTRACT MORE FIRMS	BGS APPROVED AND FUNDED	£3,000 per job	1	3	3	While the outlook remains uncertain, firms may be cautious about making major new investments
A3	£18M EQUITY INVESTMENT INTO THREE NEW LIFE SCIENCE AND TRANSPORT TECH-ACCELERATORS	LGF APPROVED AND FUNDED	£827 per job	1	2	3	Tenants could be at higher risk due to Covid uncertainty, increasing the risk of funding spent on empty buildings

NOT GOVERNMENT POLICY

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A4	£500K OF CAPITAL GRANTS & START-UP ADVICE FOR EMPLOYEES & DISPLACED WORKERS TRANSITIONING TO ENTREPRENEURSHIP	BGS APPROVED AND FUNDED	Capital Grants - £4,000 per job created. Growth advice - £2,264 per job.	2	3	3	If there is another significant economic downturn, new entrepreneurs will be facing a very harsh environment
A5	FOCUSING RECOVERY & GROWTH WHERE IT CAN IMPROVE HEALTH & WELLBEING MOST	EXPANDED ACTIVITY WITHIN BGS	£2,264 per job	1	1	3	-
A6	£30M INVESTMENT INTO A NEW UNIVERSITY FOR PETERBOROUGH (PHASE 1) PLUS FURTHER £20M INVESTMENT INTO R&D CENTRE (PHASE 2)	APPROVED AND FUNDED BY CPCA, LGF, ARU AND PCC	£3,000 per skills outcome £2,142 per job	1	3	3	Many of the courses offered will not be easily deliverable online, so virus resurgence may challenge delivery
A7	£2.5M INVESTMENT TO INCREASE SKILLS CAPACITY IN THE CONSTRUCTION SECTOR TO SUPPORT A BOOST IN INFRASTRUCTURE INVESTMENT	LGF APPROVED AND FUNDED	Entry level: £550 per learner Level 1: £600 per learner Level 2: £2,000 per learner	2	3	2	-
A8	CONNECTING DISPLACED TALENT	BGS APPROVED AND FUNDED	£1,428 per individual skills outcome	3	2	1	-

NOT GOVERNMENT POLICY

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A9	£125K INVESTMENT INTO MORE RESOURCES INTO SCHOOLS TO BETTER CONNECT LEAVERS WITH JOBS	BGS AND CAREERS AND ENTERPRISE COMPANY – APPROVED AND FUNDED	£120 per learner	3	2	1	-
A10	LEVERAGING THE ADULT EDUCATION BUDGET TO IMPROVE DIGITAL SKILLS	AEB APPROVED AND FUNDED	£1,100 per enrolment	3	2	1	-
A11	£450K OF INNOVATE TO GROW GRANTS FOR SMALL FIRMS WITH BIG IDEAS	BGS APPROVED AND FUNDED	£6,000 per job	3	3	2	-
A12	£5M INVESTMENT INTO NEW MANUFACTURING & AGRI-TECH INNOVATION LAUNCH PADS	£5M LGF APPROVED AND FUNDED £20M APPROVED AND FUNDED BY GBF, PCC AND PHOTOCENTRIC	£2,350 per job	2	3	3	-

NOT GOVERNMENT POLICY

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A13	£715K INVESTMENT INTO A SMART MANUFACTURING ASSOCIATION IN THE NORTH OF THE ECONOMY	LGF APPROVED AND FUNDED	£2,173 per job	1	1	3	-
A14	£100M INVESTMENT IN STIMULATING THE HOUSING MARKET	CPCA APPROVED AND FUNDED	Peterborough: £35k per 'Shared' unit / £45k per 'Affordable' unit. Cambridge: £50k per unit. Based on 2,000 units. For £100k Homes & Community Land Trust – zero net cost per unit	1	1	2	Possible developers may have a lower appetite for trying new products if pessimistic about the future
A15	£13.9M OF INVESTMENT TO SUPPORT FOR CITY & TOWN CENTRE FIRMS TO REBOUND	CPCA APPROVED AND FUNDED	£7,000 per job (target)	3	3	1	Town centre recovery may be delayed due to future restrictions on non-essential retail, and a resurgence of the virus will damage consumer confidence
A16	£145K INVESTMENT TO SUPPORT FOR THE VISITOR ECONOMY TO RECOVER & ADAPT	ERDF APPROVED AND FUNDED	£1,160 per job (retained)	1	2	1	This scores low simply because of the scale of the intervention. Restrictions on travel may limit the ability of the visitor economy to recover

SECONDARY INTERVENTIONS

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A17	A £500M LIFE SCIENCE INNOVATION NETWORK TO PRODUCE A NEW GENERATION OF UNICORNS	PROPOSED ACTIVITY ACROSS OXCAM ARC SUBMITTED IN OXCAM CSR	£10,000 per job	1	1	3	-
A18	GUARANTEED TRAINING & INTERVIEWS FOR JOBS IN HEALTHCARE & CONSTRUCTION (SECTOR BASED WORK ACADEMIES PILOT)	DFE APPROVED AND FUNDED	No data or forecast available	3	2	1	-
A19	NEW FUNDING FOR TRAINING FOR SCHOOL & COLLEGE LEAVERS UNABLE TO FIND A JOB	DFE APPROVED AND FUNDED	No data or forecast available	3	1	1	-
A20	£80.1K INVESTMENT INTO LOCAL PILOTING OF A NEW RETRAINING SCHEME	DFE APPROVED AND FUNDED	No data or forecast available	3	2	1	Some uncertainty as to new growth sectors and professions post-covid

NOT GOVERNMENT POLICY

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A21	£1M CPCA DIGITAL INFRASTRUCTURE PROGRAMME "KEEPING EVERYONE CONNECTED"	CPCA APPROVED AND FUNDED	No data or forecast available.	2	2	1	N/A

TERTIARY INTERVENTIONS

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A22	£50M INVESTMENT IN RECOVERY AND DEVELOPMENT OF THE CREATIVE ECONOMY	PROPOSED ACTIVITY BY CAMBRIDGE CITY & GCP - FUNDING TBD	No data or forecast available.	1	2	3	Social distancing into the longer term may make it very challenging for the creative sector to recover
A23	FRAMEWORK FOR SUSTAINABLE ECONOMIC DEVELOPMENT	PROPOSED BY CAMBS COUNTY COUNCIL - FUNDING TBD	No data or forecast available.	1	2	3	-
A24	RESOURCE AND WASTE CIRCULAR ECONOMY BUSINESS MODELS	PROPOSED BY CAMBS COUNTY COUNCIL - FUNDING TBD	No data or forecast available.	1	2	3	-
A25	£20M OF LOCALLY INTEGRATED FUNDING FOCUSING ON ALL POST-16 VOCATIONAL EDUCATION TO SUPPORT RETRAINING OF WORKERS IN TRANSITION ACROSS SECTORS	PROPOSED BY CPCA – FUNDING TBD	No data or forecast available	1	2	3	There is some uncertainty around which sectors will emerge as winners after the pandemic, and therefore where retraining efforts would be best focused.
A26	ADVANCED DIGITAL INFRASTRUCTURE DEPLOYMENTS TO SUPPORT ACCELERATORS AND INCUBATORS	PROPOSED ACTIVITY BY CONNECTING CAMBRIDGESHIRE – FUNDING TBD	No data or forecast available.	1	1	2	-

NOT GOVERNMENT POLICY

A27	ADAPTING COMMERCIAL SPACE PROVISION TO REMOTE WORKING	PROPOSED ACTIVITY BY SOUTH CAMBRIDGESHIRE & CAMBRIDGE AHEAD – FUNDING TBD	No data or forecast available.	1	1	3	-
A28	LOCAL AUTHORITY PLANNING ADAPTIONS FOR HOUSING & SCHOOLS RENEWAL	PROPOSED ACTIVITY BY CAMBRIDGE CITY COUNCIL – FUNDING TBD	No data or forecast available.	1	1	2	-
A28(a)	£155M INVESTMENT INTO DEVELOPMENT OF NEW COUNCIL HOMES (CASE INVESTMENT)	PROPOSED ACTIVITY BY CAMBRIDGE CITY COUNCIL – FUNDING TBD	No data or forecast available.	1	1	2	N/A

2. THE DATA: *UPON WHICH WE BASE OUR DECISIONS*

Partners in the CPCS area have put in place a robust and evolving approach to understanding the emerging impacts of Covid-19 across a wide range of economic and social indicators and how they impact on communities, services and business.

Our approach has two main elements. Firstly, we have carried out a number of point in time analysis reports, to take stock at different phases of the crisis so far. This includes external analysis from Hatch and Metro Dynamics in July and October 2020 respectively, regular business surveys and a September analysis of the impact on needs based services carried out by Cambridgeshire County Council's Research Group.

These analysis reports sit alongside a new dashboard of local economic and social impact data and analysis of its implications that is updated monthly and will be expanded as new relevant data sets become available.

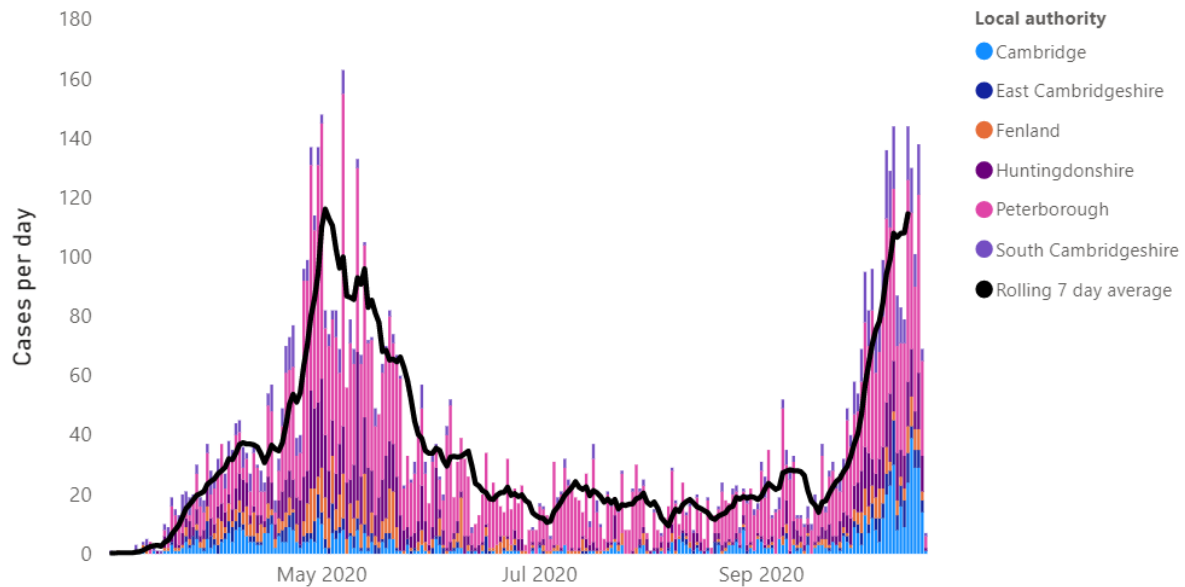
2.1 The Backdrop: Rising Covid Cases

Since the first version of this recovery plan was prepared it is clear that cases are rising again across the CPCA area.

Currently, the area has been spared some of the much higher rates seen in other parts of the country, and every district is in the Government's "Tier One" of having lower restrictions. However, this will not necessarily remain the case. Many cities have seen outbreaks at local universities, and students at Cambridge University have returned later than in most other cities. It should also be noted that cases of Covid-19 have been much higher in Peterborough than elsewhere in the Combined Authority.

Google Mobility data shows that the steady return to leisure and retail spaces dropped off as cases began to rise again during September. This suggests that, even in Tier 1 areas, the rule of six and general concerns are having an impact on consumer behaviour and that support for affected businesses and workers will continue to be needed for longer than Government had originally planned. This is reflected in the 22nd October announcement of further support for Tier 2 area businesses.

Daily Covid cases by District in CPCA since beginning of March



8,373

Total cases

84

cases (rolling 7 day average)

1,650

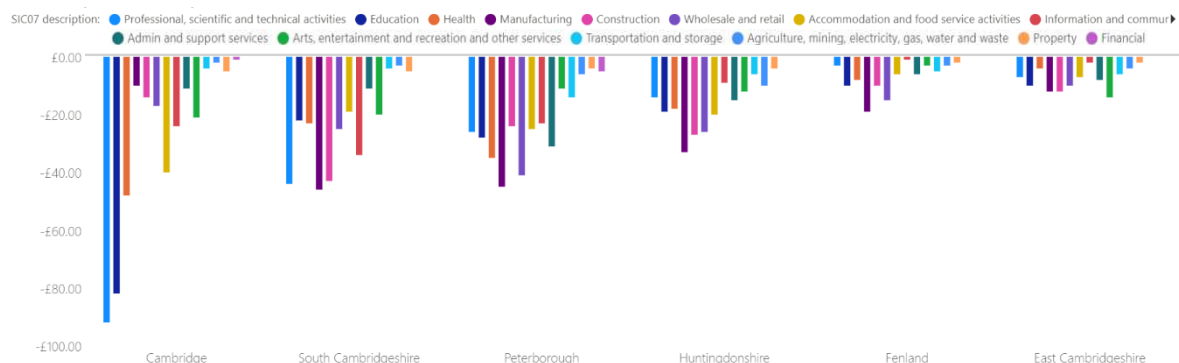
tests (rolling 7 day average)

Source: Metro Dynamics Dashboard, data up to the 21st October. Cases in the last few days should be disregarded due to reporting delays.

Immediate Economic Impact

Applying ONS GDP impact numbers to local sectors suggests that in quarter 2 of the year, our area experienced a £1.3bn loss in output. While this is less severe than previous analysis suggested, it is still a big impact, which has been felt especially in Cambridge.

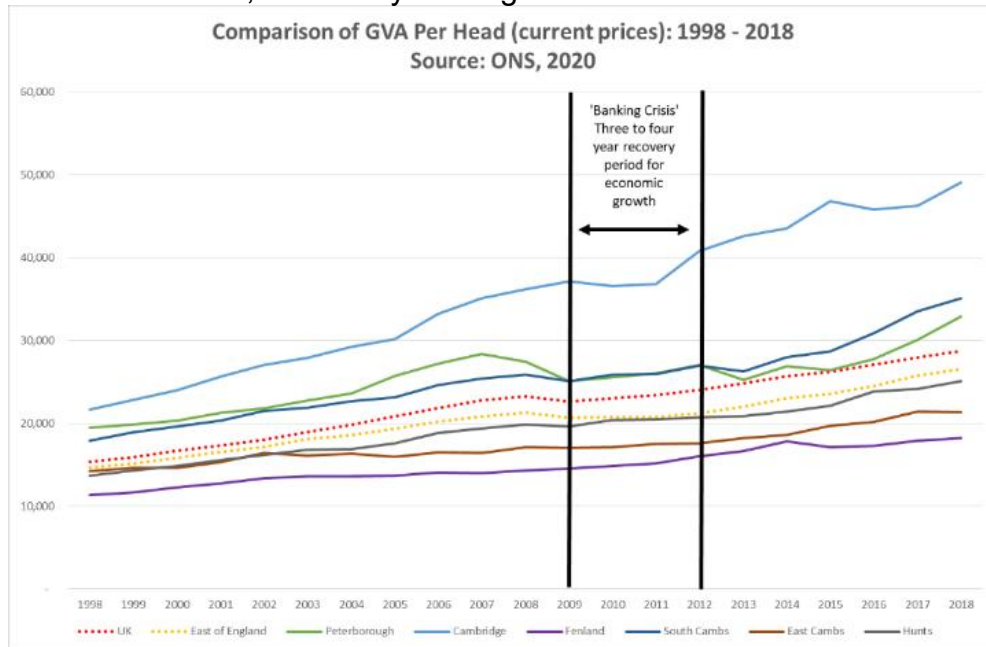
Q2 sector impact across CPCA



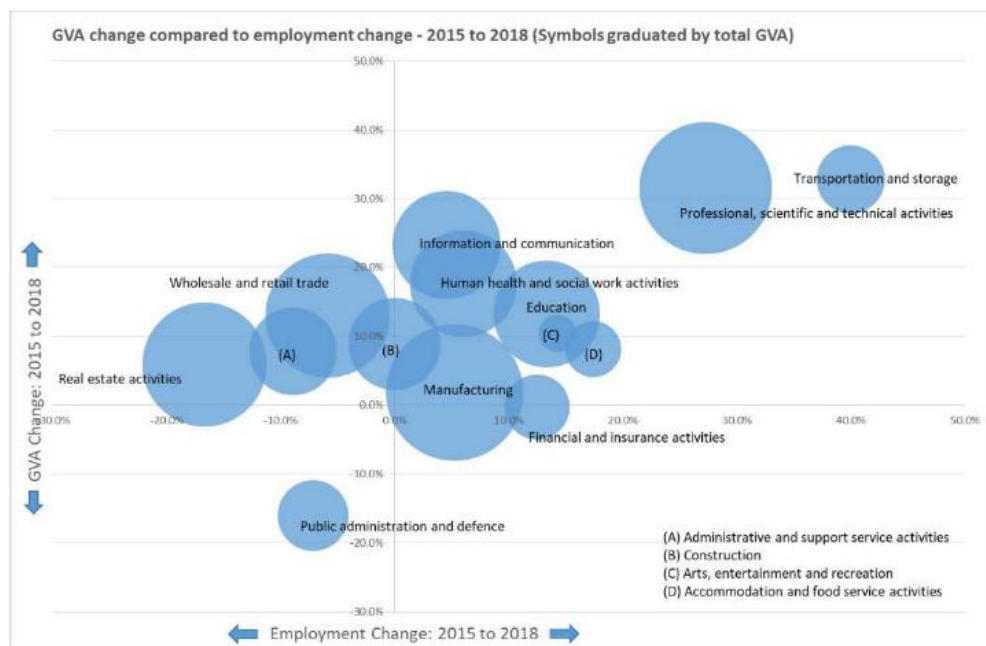
Source: Metro Dynamics analysis of ONS GDP Quarterly Estimates

Extracted from Metro Dynamics dashboard

The long-term (1998 – 2018) trend in Gross Value Added (GVA) broadly illustrates that the 2008/09 'Banking Crisis' recession led to a three- to four-year (depending on district) stagnation in economic growth before a very strong recovery led primarily by Cambridge and South Cambridgeshire and latterly by Peterborough. Indeed, Cambridge recovered the economic value lost during the 2008/09 recession much quicker than other areas, effectively leading the UK out of recession.



The sectors leading both employment and GVA growth over the previous three years (2015 – 2018) for the CPCA area have been Professional, Scientific and Technical Activities (based in the Greater Cambridge area), Information and Communication, Education, Transport and Storage, and Human Health and Social Work Activities.



Interestingly, sectors expected to be worse hit by the current crisis have grown alongside the sectors mentioned above, e.g. Accommodation and Food Services, but contribute a relatively low proportion of the area's GVA. Indeed, whilst employment in the Accommodation and Food sector is high, approximately 27,000 employee jobs, productivity is low (approximately £20k GVA per job compared to £54k per job in the Professional, Scientific and Technical sector). Alongside this, the level of skill (measured in terms of average qualification levels) is also relatively low in the areas most at risk of further redundancies. This underlines the potential 'skills challenge' that the area faces; can people losing work in one sector be supported to transfer to higher skilled and more productive work in another sector?

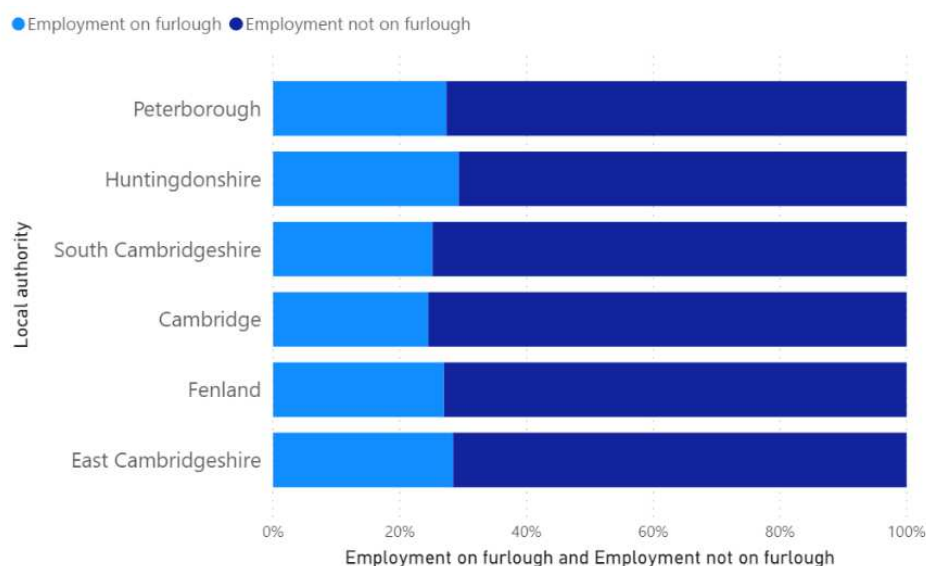
2.2 Impact on Businesses

Survey data nationally and locally shows that businesses have continued to reduce immediate overheads where possible. Some have successfully pivoted to new approaches and markets, but where consumer demand is down, there is little that firms can do apart from try to survive. Recent upward trends in cases, the rule of six, 10pm rule and further restrictions in Tier 2 and 3 areas have further dampened confidence in affected sectors. There is growing anecdotal evidence that both manufacturing and service firms who have now had people on furlough for a number of months have found technology-based work arounds and will not look to bring them all back.

Across the UK economy, 62% of those in the construction sector who had been furloughed at the peak of furloughing were back at work by the end of July. Much lower rates were seen in the professional, scientific, and technical sector (34%) and the information and communication sector (29%). This suggests that where work is less hands on, people are being brought back more slowly, and *may* precipitate a white-collar unemployment increase, although this would also arguably see a long heralded increase in service sector productivity driven by more rapid technology adoption.

At the end of July, rates of furlough were fairly constant across Cambridgeshire and Peterborough, ranging between 24% in Cambridge and 29% in Huntingdonshire.

Furloughing rates by local authority at July 31st



Source: *Extracted from Metro Dynamics dashboard*

Firms are also continuing to review supply chain resilience, particularly as firms turn their attention to Brexit, having been focussed on Covid 19. The longer-term effects on the commercial property market are still unclear, although shared workspaces and city centre commercial space nationally have seen declining occupancy rates in the short term. Demand for lab space and technical production and research space has not shown any evidence of significant decline.

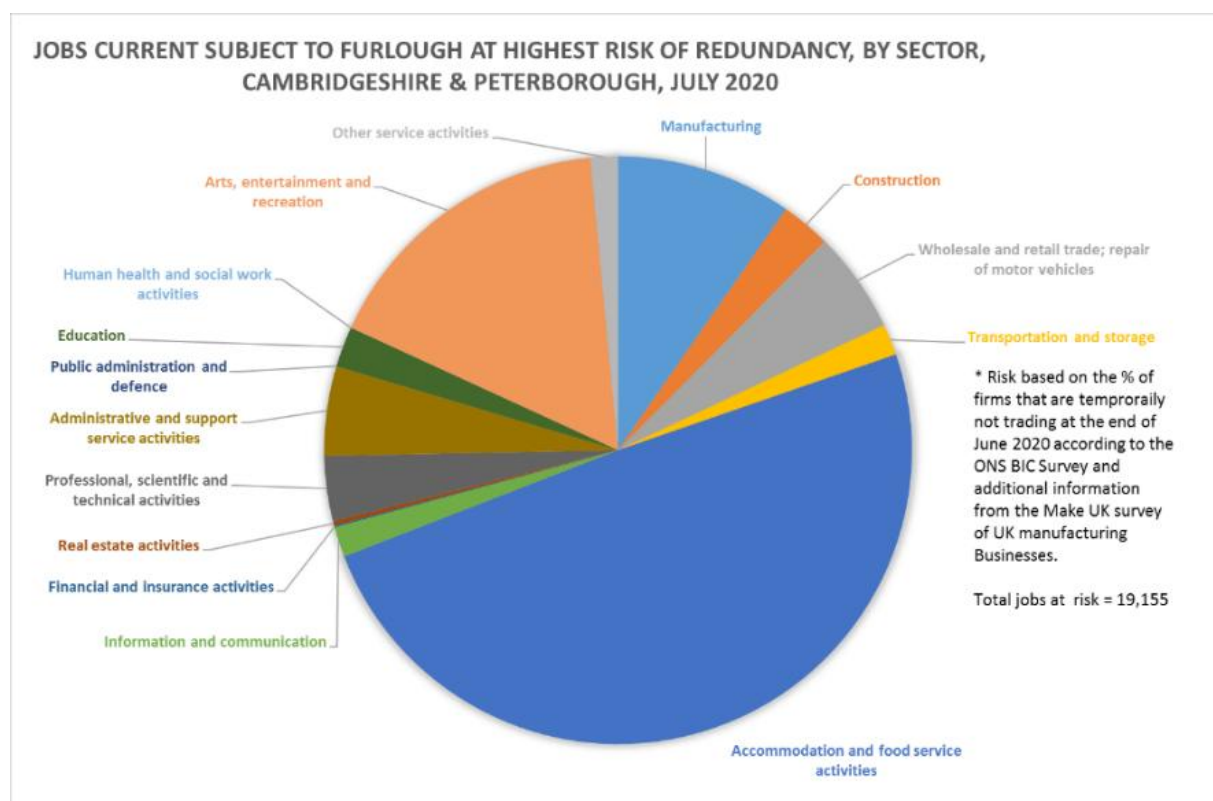
We will continue to monitor the development of trends in commercial property space, homeworking and travel patterns, recognising that these are long term in nature and that we are still in the early stages of this pandemic.

Early research in July 2020 combined local and national surveys and showed that around half (46%) of business respondents reported that they had effectively shut down during the Covid-19 lockdown and more than 17% reported that there 'was a good chance' that the business wouldn't recover. Local business surveys have continued as the crisis has evolved – for example Enterprise East Cambridgeshire are conducting a Business Recovery Survey for which the results will be available imminently.

Businesses have also consistently reported their plans to reassess supply chain resilience following the disruption. This has led to discussion of a possible increase in onshoring to boost resilience – though the end of the transition period with the European Union is likely to be more significant. Businesses are likely to reassess both the cost and the use of commercial property space, with some downsizing premises to take advantage of the acceleration of homeworking. Impacts on further education could possibly see an increase in the rate at which the labour market demands higher, level three or above, qualifications. Infrastructure demands are also likely to be different, focusing on the roll out of digital connectivity and changes in usage patterns for public transport.

The number of claimants is still much lower than the reported (HMRC August 2020¹) 115,000 jobs (27% of all jobs) in the CPCA area that are currently protected by the Job Retention Scheme. With the scheme changing from the end of October it is likely that further redundancies will occur. It is still too early to tell how many jobs will be affected and how the January 2021 job retention bonus will affect or delay redundancies.

One way to provide a sense of relative risk by sector is to consider the national profile of businesses temporarily closed according to the on-going ONS Business Impact of Covid-19 (BIC) Survey² and combine this with the furlough profile³ and local employee data⁴. The assumption being that the risk of further redundancies is far greater for sectors where many businesses are still paused (as at end June 2020) compared to those that have a proportion of workers on furlough but are also continuing some business activity. This provides a first estimate for Cambridgeshire and Peterborough of approximately 17% of jobs currently being protected by furlough possibly becoming redundant when the scheme ends; materially, this would double the current claimant rate. Approximately half the jobs at risk are in the Accommodation and Food sector with a further 18% in Arts and Entertainment and 6% within Retail.



Commentary from Cambridge Econometrics⁵ supports this assumption with an anticipated transition from economic problems centred upon 'production' (the

¹ <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-august-2020>
² <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-july-2020>

³ <https://www.ons.gov.uk/economy/economicoutputandproductivity/output/datasets/businessimpactofcovid19surveybicsresults>

⁴ Local Profile has been requested from HMRC, Eastern Region Profile has been used 17th July 2020.

⁵ Employee Jobs, 2018, Source NOMIS

⁶ <https://www.camecon.com/blog/the-economics-of-the-coronavirus-pandemic/>

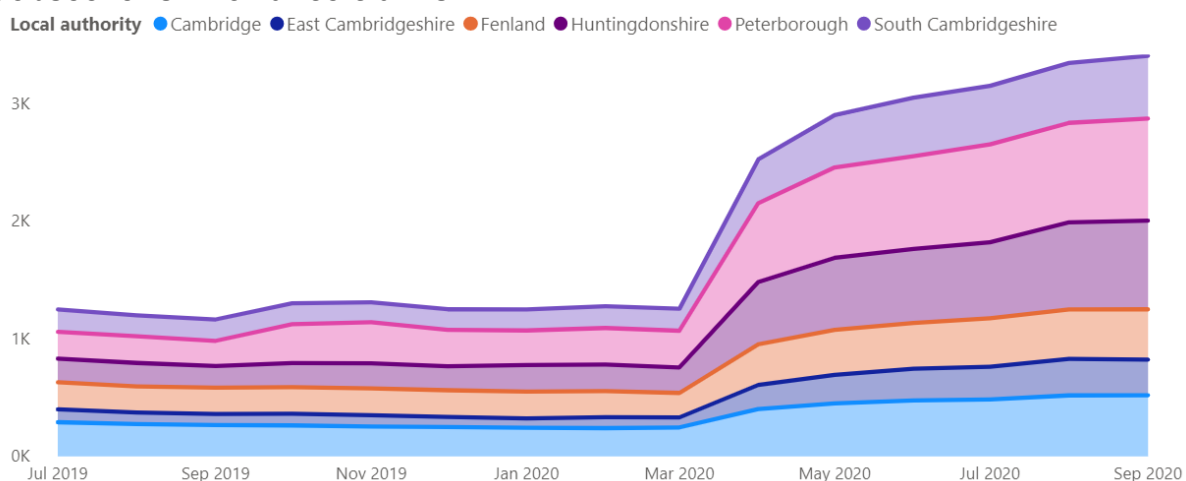
lockdown impacting supply chains and the creation of economic value) to problems of ‘consumption’; in particular a contraction in demand for consumer goods and services.

We will continue to build in to our evidence and assessment of potential business impacts new surveys or studies that emerge. For example, we have incorporated a more specialist survey from MakeUK of manufacturing businesses, which reports that 53% of manufacturing firms with some staff on furlough expect to make redundancies for the most part affecting up to 25% of the workforce. Applying this to our local profile for furlough employees implies that around 1,800 local manufacturing jobs are at risk.

2.3 Impact On People And Jobs

Claimant rates have more than doubled across CPCA. While the biggest jump was between March and April, rates have continued to climb. There is a suggestion of some levelling off between August and September, but an uncertain economic outlook means further significant rises should not be discounted.

Jobseeker's Allowance claims



Extracted from Metro Dynamics dashboard

The extent to which these high numbers persist will depend on the ‘shape’ of the recovery (discussed in later paragraphs). It should be noted though that whilst Cambridgeshire and Peterborough returned to economic growth in 2012, relatively high claimant rates persisted through into 2015. Unemployment in general is a lagging indicator, but the unique nature of this recession means it isn’t clear how quickly it will contract.

The increase in claimants has exacerbated the sub-regional inequalities identified within the CPIER⁶. *Peterborough’s claimant rate has worsened significantly compared to that of Great Britain* whereas areas in the south of the Cambridgeshire and Peterborough region have seen relatively low increases in claimant count

⁶ Cambridgeshire and Peterborough Independent Economic Review

compared to the country as a whole. Fenland has seen a slight worsening compared to Great Britain but may have been partly insulated from the economic shock due to the relative importance of the food production and processing sectors in the area which have continued to operate during the lockdown.

Social Impacts and Needs Assessment

Effective support for those who could potentially ‘fall out’ of the job market in the same way as a result of the current recession is key to minimising the long term damage experienced by people and society. So too is support for people affected by shorter term restrictions on economic and social activity. We estimate that a possible 19,000 adults could develop anxiety and 59,000 develop depression (a 104% increase) from the impacts of social and economic restrictions alone with 18% of people experiencing unemployment developing mental ill health as a result.⁷

Youth unemployment has also risen dramatically, with our young people overrepresented in sectors at risk and entering a labour market in which they are likely to be both less entry level opportunities and opportunities for progression into higher wage roles.⁸

The numbers of JSA claimants aged 16-24 has risen from 95 by 263% to 290 between March and September, compared to 186% nationally. If we combine this with the number of young people claiming Universal Credit and seeking work then the figure for September was **5,400 claims** from 16-24 year olds, with a growth of **143.8%** since March compared to nationally **121.9%**.⁹ There is ample research to show that this is likely to have a long-term negative impact on these young people’s future employment outcomes, which will have ramifications for the local labour market for decades to come.

2.4 The Possible Shape of Recovery

Since the September version of the LERS, the incidence of the virus has begun to increase steadily again, with concentrated clusters seen particularly in the North West and large cities with big student populations. As a result, the idea that the economic hit of Covid-19 was a one-off event from which the economy is now recovering has been thrown into doubt. It is therefore important to refresh thinking about possible forward paths for the next few quarters. We have developed three scenarios for the future growth of output:

- 1. Best realistic case: a quick return to old growth rates.** In this scenario, the recovery continues to level off, but the economy quickly regains its rhythm, with growth *rates* (if not overall *levels*) returning to pre-crisis normal. In Cambridgeshire and Peterborough virus rates are kept under control through

⁷ Impacts of Covid 19 in Cambridgeshire and Peterborough Needs Assessment September 2020

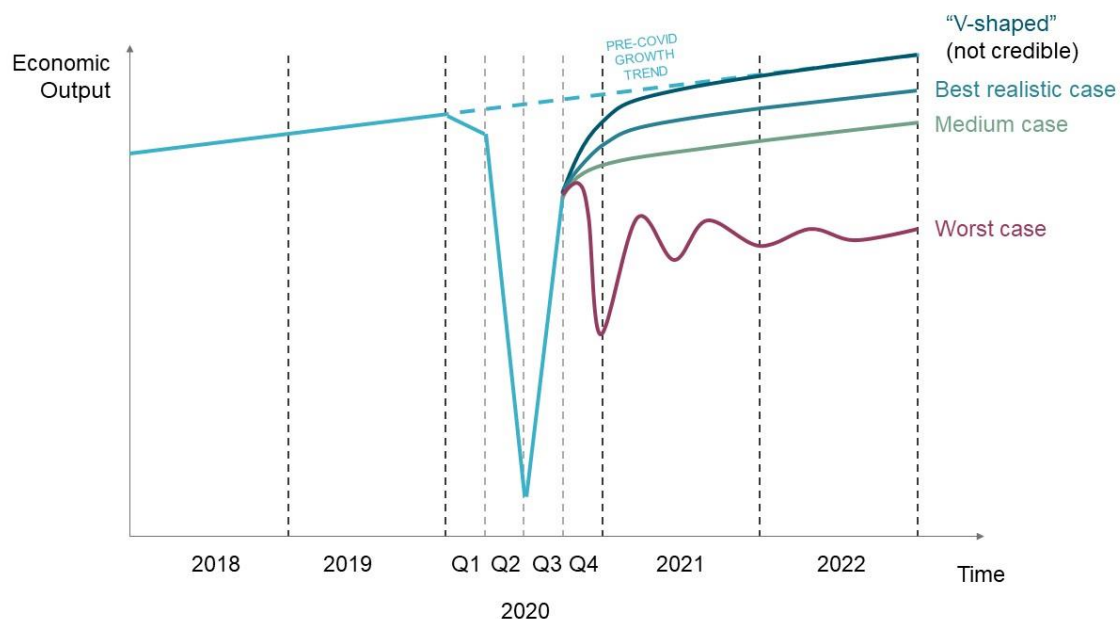
⁸ As above

⁹ Metro Dynamics analysis of DWP data

generally high adherence to social distancing norms, meaning further economic curbs are not necessary and consumer confidence returns. Pre-pandemic output levels are regained by the end of 2022.

2. **Medium case: a cautious road back to growth.** In this scenario, the recovery peters out rather more quickly, as new restrictions “put the brakes on”, with the return of consumer and business confidence stunted. However, the majority of economic activity currently happening is able to continue in a Covid-secure manner, allowing growth rates to return, but starting from a lower base.
3. **Worst case: Oscillations, scarring, and long-term damage.** In this scenario, a strong resurgence of the virus, combined with less public willingness to follow guidelines, leads to strict curbs on economic life, with several sectors shut down again. While this does not return the economy to levels seen in Q2 of the year (as a better understanding of the virus allows more activity to continue), the fall in GDP is large by historic terms. Continued reopening and closing during the wait for a vaccine leads to an oscillating growth pattern, which becomes more muted over time. However, the damage of economic “scarring” to the supply side means long term output is significantly below pre-crisis levels, with growth stagnant.

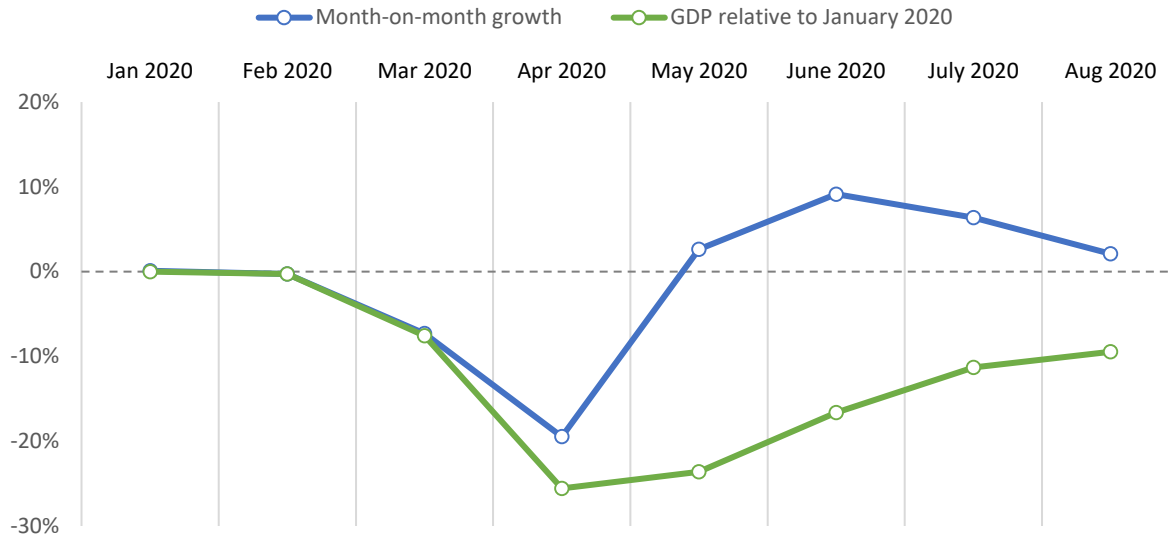
Illustrative scenario diagram



We also include a “V-shaped” scenario, where the economy returns to its pre-covid growth trend in 2021. However, we do not deem this to be credible, and it is important to acknowledge this. Although at first glance the economy has rebounded quickly in the third quarter of 2020, when you examine the *monthly* data it becomes clear that economic growth is already stalling. While GDP has grown every month from May onwards, the rate of growth has been slowing, meaning that *overall* GDP is levelling out while it is still almost 10% lower than at the start of the year. August’s GDP was only 2.1% higher than July’s, in spite of the widespread take up of the Eat Out to Help Out scheme in that month. If month-on-month growth continues to fall,

the economic recovery will stop fairly abruptly. The focus of most recent Government intervention is to prevent recent output in recovery from slipping back to far, as the infection rate rises again.

Monthly GDP growth begins to stall



Source: Metro Dynamics analysis of ONS monthly GDP data

2.5 The Impact of Brexit

As of October 2020, the outcome of the post-Brexit trade talks between the EU and the British Government remain uncertain. A deal still remains possible and is perhaps still the most likely outcome. According to the Bank of England the positive side of an outcome being reached in the talks is the 'reduction in drag' on investment; whereby investment that is currently 'on hold' is made in the UK once its trading position becomes clear. Set against this is the potential for additional trade barriers with the EU hampering business activity.

The London School of Economics (LSE) is one of the first organisations to produce a combined analysis of Covid-19 and Brexit¹⁰. Their analysis shows that sectors affected by Brexit are generally different to those currently impacted by Covid-19. When comparing the effect of Covid-19 with the predicted impact of increased trade barriers with the EU, there is some evidence that those less hit by Covid-19 are likely to suffer more from Brexit e.g. Electrical and Optical Equipment and Chemicals and Chemical Products.

That is not to say there will be a 'double whammy' rather the impact of Brexit will overlap, or possibly be partially masked by Covid-19. For example, the Institute of Economic Affairs suggests that "any costs from a change in our relationship with the EU are likely to be trivial compared to the impact of Covid-19 on GDP". The worst scenarios for Brexit (UK Government, 2018) suggested an 8% reduction in GDP over

¹⁰ <https://www.lse.ac.uk/News/Latest-news-from-LSE/2020/g-July-20/Brexit-hit-looms-for-industries-that-escaped-worst-of-pandemic>

a period of years whereas the Covid-19 crisis is already estimated to have reduced UK GDP by 13.8% in a single year.

Regardless of the outcome of talks it is evident that the resources expended in responding to Covid-19 has set back planning for Brexit at both a government and business level. The transition period ends on 1st January 2021, so business adaptation may now necessarily be hurried. This is where the most important local policy response lies, in supporting businesses with rapid adaption as the position for January 2021 becomes clear.

3. THE STRATEGIC APPROACH

3.1 The Opportunity

The Cambridgeshire & Peterborough economy is already home to a high concentration of high-growth firms and a highly skilled and entrepreneurial workforce. We are one of a small number of regional economies that provide a net contribution to the Treasury and offer the potential to play an important role in leading national economic recovery from the impacts of Covid-19. The regions strength comes from:

Greater Cambridge which is the UK's fastest growing economy and the most likely part of the county to recover quickest to help regain the £3.7bn GVA lost. It gives us Global Leadership in life sciences and education and has the largest share (16%) of the UK's knowledge intensive business services. It generates more patents per head of population than any city in the UK and more than all the EU put together.

Greater Peterborough which has reinvented itself as a Smart City, with leading levels of digital connectivity and a major cluster in environmental technologies. It is home to a high-tech manufacturing base that has grown whilst the sector has shrunk nationally, now representing 18% of its businesses, compared to 9% nationally.

The Fens which are considered one of the country's greatest natural assets and contain over 50% of the UK's grade one, highest quality, land for food growing.

However, there is still much untapped potential and, as markets recover to a new norm and permanent shifts in customer behaviours and workforce practices, offers a fantastic opportunity to support our brightest firms to adapt to grow faster, longer and more sustainably, given the right support and investment. Successful implementation of this Economic Recovery Strategy, with the right investment from our partners in Central Government, will enable this national powerhouse economy to return quicker to our previous growth trajectory and our previous contribution of £5bn pa to Treasury to help finance recover in other areas of the UK, especially in the midlands and north. The spine of our strategy focuses on solutions based on:

- **Primary Interventions** - programmes already planned within the LIS, for mobilisation in the 3rd quarter of this year, adapted to post Covid-19 recovery conditions.
- **Secondary Interventions** - entirely new interventions funded through combinations of local and national funding.
- **Tertiary Interventions** – wider policy changes and local tailoring and facilitation of national programmes to take account of our specific economy and communities, optimising them for local conditions and amplifying their impact

All of this is underpinned by a focus on sustainability and building future economic resilience, which is prioritised in the CPCA and OxCam Arc approaches to Government for future long term investment.

3.2 The Challenges

To double the size of our economy, and prior to Covid-19, GVA growth needs to average at 2.8%, a challenging target which requires growing both employment and productivity. To meet this challenge, the Business Rebound & Growth Service was tasked by the Business Board, to stimulate business growth in firms to generate an additional 5,890 jobs, measured over the 3 years the Service's delivery and the following 3 to capture the delayed effects between intervention and jobs growth realisation. This would have produced a net-impact on additional jobs growth of 982pa, substantially contributing to the required 1,254pa to enable the doubling of our economy. In addition, there are the many other, powerful interventions and initiatives of the Business Board, the wider Combined Authority and its partners such as GCP, that make up the five pillars of our Covid-19 Local Economic Recovery Strategy. Both the original and a future revised Local Industrial Strategy and Local Economic Recovery Strategy will support our businesses and people to rebound and regrow to still meet and beat our target to double our economy by 2042¹¹.

In this unprecedented situation, it is difficult to predict over what period recovery can occur, but, subject to new waves of virus, we have experience from other economic recessions, where local economies bounced back faster than in some other areas of the country, to reset their net contributions and to support the area's growth. Critical to recovery in this case is activity which supports the retention of current employment, supports businesses to restructure where required, supports skills development and transfer for those transitioning employment, but as importantly, supports the creation of new jobs and related infrastructure. Further strengthened by a strong innovation and skills base, this gives Cambridgeshire & Peterborough a differentiation from other areas in the UK.

Even before Covid-19, the CPIER (2018), had already identified challenges to such growth in particular with infrastructure around housing as well as transport. In addressing both of those, the recovery approach needs to continue an evolving paradigm around housing. Changes in employment practice resulting in more flexibility in working from home for some, the demographic changes which see us living for longer but having changing needs in housing as we age, as well as evolving demands for younger generations, will see developing requirements for different tenures. The desired trajectory towards net zero carbon homes, the use of innovative automation to make our lives easier, reducing the need to travel or promoting easy public, pedestrian and cycle access, and increasing the part the environment for the housing plays in supporting health and wellbeing as well as amenity space etc, are all increasingly important. This to build upon the fact that Cambridgeshire & Peterborough have one of the lowest ratios of greenspace/rich wildlife areas.

Establishing and delivering the appropriate community development and social cohesion from the earliest stages is also vital. Ensuring we provide those things through a tenure-blind approach for all those who need them in as close proximity to their employment and facilities as possible is critical.

¹¹ Cambridgeshire & Peterborough Combined Authority Growth Ambition Statement

3.3 The Phases of Recovery

- **Recover:** Mitigating local labour and property market scarring, in terms of retraining for those who have lost jobs and maintaining house building and sales. We have set plans for this phase to run between October 2020 and September 2023, this being the horizon for funding most partners have for the typical interventions required. Should recovery take longer this strategy will be revised.
- **Rebound:** Accelerating regrowth, ensuring firms are supported to adapt and regrow, with effective access to new staff and skills to maximise the bounce in our recovery. This phase is subject to scenario forecasts between two quarters and two years. Our strategy is designed to accelerate rebound whilst being able to adapt to delays.
- **Renew:** Investing in critical infrastructure that will reduce the barriers to growth for our hardest hit and slowest recover places, whilst ensuring future growth is greener. In the main, the types of intervention that produce a genuinely renewing impact will be agreed and planned now, but launch and run over the next five to ten years, some like the CAM, even longer

3.4 The Priority Sectors

The LIS identified four priority sectors upon which to focus our strategy for long-term, innovation-based growth. These included:

- **Life Science:** Consolidating Greater Cambridge as a Global Centre for discovery and connecting it across the Arc to create a Global Player in diagnostics markets.
- **Digital & AI:** Establishing Greater Cambridge and the Arc as the preferred base for firms across the world to create and adopt the technologies of tomorrow.
- **Agri-Tech:** Strengthening the university spin-out culture and capability in Cambridge and developing a scale-up and tech-transfer capacity in Peterborough and the Fens.
- **Advanced Manufacturing & Materials:** Expanding the Greater Cambridge science base northward to rejuvenate Peterborough's manufacturing heritage to establish a manufacturing innovation eco-system to spread high-value, inclusive growth.

These sectors will continue to provide the largest scope for long term growth. However, Covid 19 has effected a much wider set of sectors, including those that employ a far higher number of our residents than our growth sectors. To support short and long term recovery, we must therefore balance support for our hardest hit sectors, with investment into those with the greatest potential for long-term growth. Our recovery strategy therefore includes these wider sectors, will embrace additional sectors as a priority upon which to focus the interventions we design and develop to drive recovery and support regrowth. Post Covid-19 there may be new and emerging sectors and we need to be able to rapidly respond to these as and when they materialise. Currently, the identified sectors and our recovery priorities for each include:

- **Retail, Hospitality and Leisure:** Helping firms to deal with the continuing and long-term social distancing and behaviour change, especially in the Visitor Economy.
- **Construction:** Helping firms to adapt to a new commercial market as businesses adopt remote working longer-term, helping developers stimulate demand in the homeowner market and creating new demand through infrastructure investments.
- **Transport:** Helping operators to shift current public perception of mass-transit safety that threaten a structural shift in the commercial operation of public transport
- **Education:** Supporting HE and FE to transition permanently towards greater digital delivery for remote learning, embracing more business model innovation to harnesses blended learning to embed more of the curriculum in businesses.
- **General Manufacturing:** Helping firms deal with the disruption in their supply chains, the slow recovery in demand and the potential impacts of a no deal Brexit.

Health & Care: Early indications were that there was likely to be greater demand for health care professionals, potentially on the back of more people being supported in the community and greater use of technology – trends that were well evidenced in health care pre Covid but which are likely to now accelerate, potentially creating additional health and care jobs, construction and education roles (associated with retraining).

4.1 The Need for Partners in Government to Invest

The CPCA Investment Prospectus and OxCam Arc equivalent make a clear and integrated case to Government for major, long term investment that priorities putting the transition to a zero carbon, more sustainable economy at the heart of future growth. These will deliver a combination of improved inclusivity in our growth, levelling up within the CPCA economy, strengthening Peterborough and the Fens, whilst protecting and enhancing Greater Cambridge's position as a global player in life sciences and digital technologies, as part of our partnerships across the OxCam Arc.

Locally, this will include the continuation of Combined Authority Gainshare funding to enable many of the commitments made within this strategy, but also a small number of strategic investments into key long term infrastructure projects, requested from Government, through a future Spending Review, such as:

- Delivering the Cambridge Autonomous Metro Phase 1 implementation by 2030
- Delivering Cambridge to Ely A10 enhancements by 2025
- Dualling of the A47 by 2028
- 1,000 more £100k homes by 2026 through an expanded £100m loans fund
- Delivering Peterborough University expansion to 10,000 students by 2030
- Delivering Peterborough Station Quarter commercial district by 2028

Whilst the major road schemes above will not have an impact on short term recovery, they remain important for the long term growth of the different CPCA economic areas.

Regionally, this will include a vision for the Arc that amplifies the themes in our Recovery Strategy, to bring together greater levels of resource to ensure recovery here and across the Arc is built on growth that is:

- Innovative and based future of industries.
- Greener through a transition to net zero carbon emissions.
- Small business based, backing start-ups, scale-ups and unicorns.
- Inclusive, levelling up economic performance and skills.
- Global, open for business and international.

4.2 The Partnership between the CPCA, Local Authorities & GCP

Locally, councils and the GCP have or have planned to produced city, town or district recovery plans and each of these partners has worked to co-create this strategy to ensure it complements theirs, and adds value to them through the additional resources that the Combined Authority can bring to bear, both directly and through the influence of the Mayor in central government and through the M9.

Local recovery plans will focus on the various themes such as the social, community, economy and environment needs within an area and these objectives will need to align with the other recovery plans that are geographically based for example around the Oxfordshire-Cambridge Arc, Cambridgeshire and Peterborough Combined Authority and Cambridgeshire County Council all of which will have received specific funding to support the recovery process. Within local areas the engagement with town councils particularly on reopening the high street and parish councils on supporting local communities will be important.

Whilst there are many ways that the recovery work can be cut the alignment between the different layers of the Local Resilience Framework will also be critical. Various thematic groups have been established including the Business Recovery Group that oversees this work and whilst the focus of each group will be thematic there will also be many cross-cutting themes such as unemployment, skills, travel, safety and funding that will be captured and aligned wherever possible.

**CAMBRIDGESHIRE & PETERBOROUGH
LOCAL ECONOMIC RECOVERY STRATEGY:
APPENDIX 1 – INTERVENTIONS EXPLAINED**

We have categorised our recovery projects into three groups: **Primary**, **Secondary** and **Tertiary**.

Primary interventions are those which have been approved for funding and have clear cost benefit data, showing how money spent links through to jobs, skills, and other outcomes.

Secondary interventions are those which are either approved in principle but don't yet have clear cost and benefit data; or those which have cost benefit data but where lobbying for funding is ongoing.

Tertiary interventions are those which neither have clear cost-benefit data nor are formally approved or funded. This includes policy priorities for a post-covid world, which will be vitally important in the long-term but don't have a formal programme of action thus far.

Primary Interventions

1. A New Rebound & Grow Coaching Service

Ready for launch in October this service will be harnessed to strengthen the “business bounce” in our economy by targeting and engaging our highest potential growth firms into **Rebound & Grow Coaching**. To adapt the service for the rebound phase of recovery, the coaching offerings are being redesigned around the “ROAR” approach to regrowth, comprising four elements: Recover–Orient–Adapt–Regrow:

- **Recover:** Rebooting and rebuilding the corporate systems and management processes that enable the core customer acquisition and service fulfilment of the company. Rebuilding new, and possibly lower, steady state revenue lines and adjusting the organisations costs base to them.
- **Orient:** taking time to fully understand the longer-term shifts in markets and customer behaviours –
 - **Reduced customer access** brought about by a more permanent shift in behaviours towards online and distance buying.
 - **Extended and fluctuating periods of social distancing** impacting productivity and causing supply chain consolidation & localisation
 - **New opportunities for faster growing product and service lines** and more efficient and cost-effective modes of delivery and working practices.
- **Adapt:** Harnessing the medium and longer-term shift in the business environment to create new product and service differentiation and organisational strengths.
- **Regrow:** Harnessing an accredited pool of experienced entrepreneurs and business coaches to help local business leaders to orient & adapt to the permanent shifts in their business and identifying and capture regrowth opportunities, including supporting micro and SME’s with toolkits and advice that can help them thrive in an increasingly digital and e-commerce landscape. A potential further £20m of growth grants and investment to businesses.

2. A New Inward Investment Service to Attract More Firms

A new service to strengthen the economic “bounce” in our economy by targeting and engaging not just international foreign investors, but also national firms. These businesses are currently adapting to greater remote working, and downsizing their premises requirements (in both terms of space and costs). This possibly permanent shift to more remote working, will create a large population of firms in transit, between premises and potentially towns and cities. These will include high potential firms, that we should engage and build tailored packages of support for, based on the many elements of this recovery strategy. This will be a free of charge service to SMEs and offered commercially to large international investors to: “Attract, Develop, Deliver and Support firms to relocate into our economy. This £4m investment from the CPCA, will replace a much smaller, pre-Covid-19 service that operates only in Peterborough, and will operate a tiered model to attract regional relocations into The Fens, national relocations into Greater Peterborough and global relocations into Greater Cambridge. The Covid-19 adapted service is expected to generate over 1,200 new jobs during the rebound phase of recovery. This Inward Investment service will work together with the Department for International Trade, to develop and promote a strong brand for our two core cities that represent our unique proposition. It will set out how our individual industry clusters work together to create a whole that is significantly greater than the sum of its parts. This brand will also promote the area’s quality of life offer, the diversity of towns and cities, and the opportunities for communities and businesses to locate here.

3. Three New Life Science and Transport Tech-Accelerators

A total of £7m of CPCA investment will form part of an £18m bundle of public and private sector growth funding in the form of equity investments for our highest potential and fastest growing small firms. This innovative public-private sector partnership will share risk with global and local investors in growing 80 new technology-based spin-outs and start-ups in Cambridge, and contributing 2150 new jobs to accelerate our economies rebound potential. This includes:

- A Start Codon Tech-Accelerator to invest equity and mentor high potential life science firms supported by the Start Codon team at the Milner Institute on Cambridge Biomedical Campus. This will create 1700 jobs over investment period of 5 years through investing and mentoring 45 companies.
- An Illumina Genomics Tech-Accelerator to support and mentor high potential start up med tech firms at Granta Park, providing financial investment in equity shares of £100k per company for accelerated development of research and technology in genomics applications. This will create 400 jobs from 30 companies mentored.
- An Ascendal Transport Tech-Accelerator to create a Special Purpose Vehicle for the testing and proof of concept development of future transport technology options just off the A14, north of Cambridge. This will initially support 9 start-up or early stage companies with technologies that require real-world testing and commercialisation through this programme. This will create 200 jobs.

4. Capital Grants & Start-Up Advice for Employees & Displaced Workers Transitioning to Entrepreneurship

Post Covid-19 labour market conditions, created by a significant increase in displaced workers coupled with a contraction in job opportunities will produce fierce competition for new, re-growth jobs. However, large-scale re-employment could also be supported by encouraging entrepreneurialism and self-employment with both young adults as well as mature, displaced workers.

Whilst there are many layers of existing support for potential **company start-ups** and the **self-employed sole traders**, the landscape needs to be simplified and localised to the specifics of our sub-economies and market towns to address and harness local opportunities. Both types of new entrepreneur can be supported through mentoring, grants, incentives and leveraging other programmes such as the National Skills Fund and AEB Funding to design specialised courses for aspiring entrepreneurs.

From a financing perspective, Young Adults over recent years have faced similar challenges to establish themselves on the Housing Market but have successfully done so through programmes such as Help to Buy/Shared Ownership/Parental Guarantees etc. Similar models could be explored and developed locally, in partnership with HMG and HMRC to grant finance start-ups, alongside local interventions such as business rate discounts and local capital equipment grants.

More mature displaced workers, who are some years short of retirement and keen to explore entrepreneurship, might also be encouraged to embark on a start-up venture through finance unlocked from their home-equity, through tax breaks or early access to pension pots. Each of these cohorts of potential entrepreneurs, offer an exciting mix of talent, attributes, and experience, and should be proactively harnessed for the benefit of local economies. The CPCA will refocus its Growth Hub to encourage potential entrepreneurs to start new businesses and provide 50% grants to fund the capital costs of start-up and professional advice to help them scale-up, from successful entrepreneurs and business consultants.

5. Focusing Growth Where it Can Improve Health & Wellbeing Most

Community Learning, a funding stream that has a remit to support those furthest away from learning and work, is also a route to support social wellbeing and the skills required to live healthier and longer lives. It is the conduit on which to engage people into learning and move them towards more economic sustainability. Working with Think Communities and the LA Adult Education providers, a Community Learning strategy will be developed to help develop skills that support sustainable and adaptable communities. This will also include initiatives that remove the barriers to work, help address low pay and in-work poverty, give access to wider education and develop the skills needed for parents to support their children in school resulting in improved social and economic well-being. Furthermore, Public Health England (PHE), Cambridgeshire County Council and Peterborough City Council will partner with the CPCA's Skills Brokerage to promote to learners, schools, colleges and employers the important link between having access to "good work" and improving health and wellbeing in individuals and communities. These partners will work

together to build evidence and understanding around the links between economic growth, skills, employment, and health outcomes, and to what extent these are fairly and inclusively distributed across our cities, towns and villages.

They will use this expanded understanding to progressively focus the work of the CPCA and its partners onto the places in which increased economic growth, skills and access to employment will have the greatest impact on health and wellbeing improvements for specific communities and groups, such as those with health conditions or disabilities. The partners will also work to develop health and wellbeing programmes for employers to implement, along with a scheme for accreditation for employers to aspire to and attain. This scheme, once developed, will be rolled out through the CPCA's business Growth Service, which will engage 15,000 firms over the next three years. In the longer-term, and as part of the Levelling-Up Agenda, they will work through the Mayor and the M9 group of Mayors to influence central Government and establish a joint call for a more comprehensive measure of prosperity that goes above and beyond traditional metrics such as GDP, to include economic growth inclusivity and its impacts on health and wellbeing of places.

6. A New University for Peterborough

Phase 1

The establishment of a new university in Peterborough to remove the higher education cold spot, that has contributed to the Post-COVID economic vulnerability of the City and will make it more difficult to recover in the longer term. In comparison to the average city in the UK, and within a workforce of 103,000, Peterborough needs be able to mobilise 17,000 more workers at these higher skills levels, to become competitive as a place, and arrest four decades of decline in prosperity and health outcomes and be able to recover from the COVID economic in the longer term. The CPCA has procured Anglia Ruskin University to deliver a new university for Peterborough. The university phase 1 building will enable delivery of a curriculum matched to the growth needs of local businesses, providing new opportunities for communities to gain access to higher level skills, better paid employment and enhanced life-chances.

The core strategy has been developed to tackle the current market failure in HE in Peterborough include:

- A clear focus on under-represented groups and those “left behind” i.e. those who cannot or will not travel to existing providers.
- A solution based on a limited physical experience and a relatively modest campus development with 60% off-campus teaching provision.
- A phased approach which evolves with the needs of the region and is facilitated by successive successful phases of development
- An effective and collaborative relationship between education providers in the city to build a clear pipeline of students and raise aspirations

The CPCA, ARU and PCC will invest £30m to create a facility to deliver 3,000 graduates per annum and 14,000 jobs over a decade. Although the new University will help to address the higher level skills gap we have in the north of the County, it is

critical that pathways to HE exist for local residents to access these opportunities by develop their skills and qualification levels thus creating a pipeline of University students. Therefore, working with the Local Authority, T-Levels and Access courses for adults will be developed to ensure that the opportunities offered by the new University can be maximised to the benefit of local business and people.

Phase 2

The establishment of a Place based, and integrated university and innovation eco-systems that act as a focus for sector-cluster development have been developed successfully around the world, and ours will be based on the Franhofer Model for Technical Universities. It has been chosen for its powerful partnership approach between the university itself, and a co-located independent Research Institute. This will provide the platform for a high value manufacturing innovation eco-system with a Technical University at its core. This in turn will drive place-based, sector cluster, growth founded in technological innovation, that will transform the knowledge intensity of products, services and jobs, which will in turn, arrest four decades of decline in prosperity and reset Peterborough's potential rate of recovery. The research centre will be operated by a partner with a global manufacturing sector network of 700 research and technology customers, across 4500 sites in 80 countries, with combined revenues of £35bn and an annual R&D activity of £1.5bn pa. In addition, residing in the Research Centre, there will be 6 academic partners operating 8 University Innovation Centres to create a Multi-University Research Super-Hub.

7. Increasing Skills Capacity in the Construction Sector

The Combined Authority will increase the prioritisation of its Local Growth Fund's to focus more on capital investments to grow local FE capacity to raise skills quality and volumes in the construction sector. Resulting from the forecast upsurge in infrastructure investment locally and across the OxCam Arc, the forecast local labour demand is for 108,500 by 2022 with around 61% of these being employed in skilled trades. This is to support a £1.3bn housing market and a £764m roads investment, set to rise further with the planned upgrading of the A428, A47, A10, A505 and A428 OxCam Expressway. Construction, therefore, is forecast to grow over the coming period, during which several other sectors will struggle to recover - notably retail, leisure and hospitality. As a result, significant labour flows are predicted between these sectors, creating the need for reskilling of workers in transit between sectors. The CPCA intends to respond to this through £2.5m of capital investments in an FE Construction Hub in Huntingdon, with further, similar investments targeted for Wisbech and Peterborough.

8. Connecting Displaced Talent into Re-Skilling & Jobs Faster

Skills Brokers will specifically target, through our partners in Job Centre Plus, those displaced workers from the hardest hit sectors. The will, for each displaced worker, create a bespoke pathways into retraining and on into a job. This will include spreading funding more effectively across businesses using the Apprenticeship Levy Pooling Mechanism to fund older workers and job seekers for apprenticeships. Skills

Brokers will also connect employers and job seekers with the new additional funding to pay the costs of training including:

- **Apprentice Bonus Scheme** to pay employers to create new apprenticeships, providing between £1,500 and £2,000 to support salary costs of apprentices, paid in addition to the existing £1,000 payment for new 16-18 year old apprentices, and those aged under 25 with an Education, Health and Care Plan.
- **£2bn Kickstart Scheme**, potentially delivered through the CPCA, providing an average of £6,500, to cover 100% of the relevant National Minimum Wage for 25 hours a week, plus the associated employer National Insurance contributions for new jobs created that include training for 16-24-year olds at risk of long-term unemployment.
- **Traineeship Bonus Scheme** to pay employers to create new traineeship placements, providing a one off payment of £1,000 for trainee work placements of over 70 hours.

9. More Resources into Schools to Better Connect Leavers with Jobs

As well as supporting the “Class of 2020” into employment right now, we need to build for the future by much better connecting careers guidance in schools to the local labour market. Young people coming through school need to be provided with a clear line of sight to the range of options available to them, and employers need a better pipeline of homegrown talent ready to fill the jobs that our local economy will be generating. The improvements and enhancements to careers advice in schools in this strategy, are drawn from the Cambridge Ahead report¹. This research finds that there is significant disconnect between career guidance in schools and the workplace. If not addressed this disconnect will continue to undermine recovery. Addressing the disconnect needs to focus on the capacity of schools themselves, and the ways providers and employers can support schools to do more. More resources will be channelled into schools to better connect leavers with jobs through:

- **Increasing funding for the engagement and coordination** of employers to provide Careers Advice into schools in partnership with the Careers Enterprise Company. This will be co-funded by the GCP and the CPCA in Greater Cambridge and the CPCA alone, elsewhere, and available from October 2020.
- A Greater Cambridge pilot for the wider economy to **encourage more large local employers to generate more active engagement with schools**, leading to more work mentoring, work experience, and industry placements. Cambridge Ahead will deliver this pilot through its 48 Members across the Greater Cambridge sub-economy.
- The Mayor will carry forward local demands into government for **dedicated budgets for schools to build their in-house capacity, as the foundation for better and more balanced career education**, and to enable lasting

¹ https://www.rand.org/pubs/research_reports/RR4491.html

connections to be built with local employers. This will include the potential to devolve pilots or such interventions, co-designed between the M9 Mayors and Ministers

The three interventions above will be specifically focused on addressing recommendations set out by the Cambridge Ahead report, namely:

- To ensure all schools to have a dedicated careers leader to coordinate career guidance and access to funding for improved guidance.
- To raise awareness and understanding amongst teachers and staff of technical education pathways for learners, giving them equal emphasis.
- To facilitate more engagement with employers, building closer relationships between providers, schools and businesses, to improve learners understanding of the skills required in the labour market locally.
- To engage more employers through regular events to highlight the benefits associated with school engagement and to work with Government, through the Mayor, to develop potential tax or business rates incentives around schools engagement.
- To encourage more mentoring by employers, of older learners relating to job demands and working life, enabled through a significant increase in high quality industry placements.
- To engage more parents in helping learners make key career decisions by integrating them into and strengthening their role in the career guidance process and activities.
- To make the Department for Education's Career Enterprise Company (a whole owned subsidiary of the DfE) the default partner for schools for the provision of information about providers of career guidance, through an online portal offering a comprehensive list of providers available, a clear and comprehensive comparison of their services and the cost associated with them (including funding where available).
- To use the DfE's Career Enterprise Company to establish sector-wide measures of quality for career advice in schools and monitor local providers of against them, including schools and employer feedback to continue to improve provision.
- To use Ofsted to review the effectiveness of the Gatsby Benchmarks and to develop new standard metrics to assess and monitor the quality of career guidance provision as an integral part of the Ofsted evaluation of all secondary schools.

10. Leveraging the Adult Education Budget to Improve Digital Skills

In 2019 the government announced Digital Skills as an area for skills development and announced the introduction of full funding for adults who need them to take basic digital skills courses, mirroring the level of the English and Maths legal entitlements. Adults will have the opportunity to undertake improved digital courses based on new national standards setting out the digital skills people need to get on in life and work. The new qualifications will be available for free to anyone over the age of 19 from August 2020 through the existing provider base. They have been designed to help adults learn the essential skills, such as sending emails, completing online forms or using a tablet, skills that many people take for granted.

While digital inclusion and connectivity is critical to underpinning growth, productivity and an inclusive economy, the importance of this agenda has grown significantly through the emerging impact of Covid-19 on people, of all ages and backgrounds. The requirement to stay at home, coupled with social distancing measures upon peoples return to work, has meant that the connectivity, hardware and skills to be digitally included are critical to maintaining any form of social and family connection, education, and financial security – beyond this many services essential to the wellbeing and support of residents have had to shift to online channels.

Underspends from the first year of devolved Adult Education Budget are being matched with Local Growth Fund in a new £660,000 Innovation Fund that aims improve digital access, connectivity and devices for those that need it most, along with a call for innovative new ways of delivering the education and skills in a changing environment. This fund is to be used by the existing AEB Adult and Community Learning (local authority), colleges and independent training providers to finance the costs of digital transformation within FE delivery, through capital grants for IT equipment, as well as revenue funding for additional staff to adapt courses for remote delivery:

- **Recover** - Innovation fund that improves digital access and connectivity to learn remotely. Data analysis to plug skills gaps and show participation trends.
- **Rebound** - Target areas of need such as Peterborough and the Fens and disadvantaged learners. Industry specific skills needs with sectors that are expanding.
- **Renew** - New courses and practices such as distant learning, remote learner support or online interviewing.

11. Innovate to Grow Service for Small Firms with Big Ideas

The CPCA will introduce a new £500,000 Innovation Grant Scheme to help our highest potential businesses enlist external expertise that in turn secures UK & European R&D Grant Funding of £1m upwards for the development of new and innovative products and services. Accommodated within the Business Growth Service, this Grant scheme will fund up to 50% of external R&D Grant Application writing experts. Due to the rich creative spirit within our economy, we have the ambition to increase this fund five-fold over the next three years.

12. New Manufacturing & Agri-Tech Innovation Launch Pads

These will be innovative co-investments between local firms and the CPCA's Local Growth Fund into buildings and equipment to deliver town and city-based innovation centres. Each will comprise all or some of the key features of; apprenticeship academies, technology research centres and spin-out or scale-up incubators. The CPCA's £20m of funding will enable 4 centres to be built across Cambridge, Peterborough and The Fens, all complete by spring 2021. In the meantime, they will provide vital construction employment to support short-term recovery, along with new technology, products, skilled workers and incubated firms, contributing 1000 new jobs and 350 Apprenticeships to accelerate rebound.

The centres will include:

1. A Metalcraft Advanced Manufacturing Launchpad to create incubator space within Chatteris and the redevelopment and expansion of the Apprenticeship training facility currently on site for advanced manufacturing businesses across Fenland. This centre will create 50 new jobs and 300 Apprenticeships
2. A Photocentric Additive Manufacturing Launchpad in Peterborough to create a new head office including R&D space focusing on the development of new 3D printing technology. This centre will create 1000 jobs over next 4 years and 50 Apprenticeships.
3. A NIAB Agritech Launchpad in Cambridge to create start-up business space for AgriTech firms, offering access to labs and scientific support. This centre will create 50 new jobs and new opportunities for collaboration amongst Agri-Tech businesses and Academics/Scientists.
4. Composites, Chatteris – establishment of a composite repair centre to complement the main composite development, design and build business.

13. A Smart Manufacturing Association in the North of the Economy

Manufacturing is a key sector in Cambridgeshire/Peterborough's economy, as recognised within CPIER/Local Industrial Strategy. Manufacturing produces 13% of the economic output, was responsible for 13% of the area's economic growth (2010-2016), and provides employment for 40,500, (9% of workforce). The CPCA Advanced Manufacturing and Material Sector Strategy identifies as one of its key recommendations the creation of a sector-focused network as vital to the future growth and competitiveness of this sector. The Smart Manufacturing Association (SMA) strategically aligns the region to the:

- East of England Science & Innovation Audit through focusing on advanced manufacturing and identifying cross sector opportunities with developing sectors such as Agritech.
- Make UK AME Growth through focusing on accelerating productivity and innovation, and through providing businesses with the individual support they need as each business moves along its journey.

- Clean Growth Strategy in considering the opportunities and implications in growing in a sustainable and viable manner. Supporting businesses move from embracing green behaviours to smart technologies and ultimately develop low carbon products and services.

Delivered in partnership with Opportunity Peterborough, the SMA will focus on providing members with specific benefits including:

- Supporting businesses to identify and adopt Industry4.0 technologies such as IoT, automation, and digitisation, as well as new business models such as Circular Economy and Product as a Service, to drive innovation, productivity, and competitiveness.
- Better connecting and strengthening relationships between industry, universities, researchers, training providers, centres of excellence, and schools in a coordinated and collaborative cluster to drive sector growth.
- Sharing of knowledge, best practice, and ideas. Providing benchmarking, training workshops, and learning programs to develop better informed leaders and a higher skilled workforce.
- Providing evidence-based analysis to promote the development of supporting infrastructure such as Launchpads, incubators, innovation labs and maker spaces, as well identifying comparative advantages and supply chain opportunities to help attract new investors to the area.
- Supporting the development of place-based maker communities to achieve more effective networking and sharing of best practice and build stronger collaborations and supply chains at the local level.
- Promoting career opportunities in the sector to young people, challenging perceptions to help inspire and inform the future workforce.

14. Stimulating the Housing Market - £100k Homes

The Centre for Economics and Business Research think tank predicted in early June that 'house prices will fall by 13 per cent by the end of the year' due to the pandemic. It has revealed that the effect will vary across the country depending on how badly a region's workforce was hit. The think tank predicts that house prices in Yorkshire and the Humber and Northern Ireland will fall most. In these regions the main industries of manufacturing, construction, retail and hospitality have been hit the hardest - 'Although the government have offered up a vast package of support, this lack of demand will mean some businesses cease to operate,' explains the CEBR, many workers will lose their jobs and a lot more will face a cut in incomes.' 'Housing is the single biggest expenditure item for most households, which means that the shortfall in incomes has a tremendous potential to disrupt the UK's housing markets,' the CEBR adds". The May 20 Nationwide housing data showed a month on month fall in house prices of 1.7%, further evidence of an ongoing market decline. To forecast the potential impact going forward, there is merit in looking at previous recessions and house price crashes, the most recent and significant being 2007. From Jun 2007 to Dec 2008, prices dropped 20% and recovered only after 6 years. New home sales declined from the beginning of the recession in December 2007 and failed to fully recover until 2012. This resulted in a significant loss of economic housing output and capacity.

As the market for private sale units shrank with higher risk and uncertainty about the volume of sales, anticipated sale prices and any profit that might be achieved, housebuilders downsized their operations to match. The effect was the loss of capacity and production. However, the CPCA's current £100k Homes programme could be expanded and harnessed to encouraging housebuilders to keep building at higher rates, at least temporarily for 1-2 years to build majority or wholly affordable housing schemes instead of market housing. This would allow developers the opportunity to complete (and still start) building market units and convert them to a shared ownership or affordable rental tenure. Such a scheme would maintain developers cashflows, contractors' workloads and provide continuity for the housing market whilst simultaneously increasing the overall long-term pool of affordable housing and maintaining overall economic activity from the housing sector, avoiding the worst excesses of a contraction of the housebuilding industry.

An even more powerful stimulus is being pursued by the CPCA to deliver potentially three new garden towns linked to the Mayors proposed Cambridge Autonomous Metro scheme. Each scheme could deliver approximately 6,000 new houses, including affordable houses & commercial space, all connected by the CAM. This would require around £20m over the next few years to harness the delivery expertise and leadership of the private sector and demonstrating public-sector commitment to attract private investment.

15. Support for City & Town Centre Firms to Rebound

City Centres - a new city centre improvement fund, provided by the CPCA Business Board, through its Local Growth Fund to support the regeneration of the City Centres moving to outside entertainment and socialising. The applications will follow the LGF process and will be required to meet the outputs and outcomes identified in LGF increasing jobs, safeguarding jobs and improving the estate grades and access to the City Centres. Furthermore, local authority partners are actively looking at longer term assessments on change of use from retail to other use.

Town Centres - an adaption of the existing Market Towns Fund provided by the CPCA through its devolved Gainshare Funding as a ringfenced fund will enable a co-ordinated approach to the changes required post Covid-19 to management of people meeting and socialising, maintaining the retail, leisure, hospitality and environmental sectors in town centres. A commitment was made by the CPCA to work in partnership with district and town councils to produce masterplans for key towns.

16. Support for the Visitor Economy to Recover & Adapt

Growth Advisors will link firms with potential for strong rebound, within the visitor economy of Cambridge, into the new £145,000 Grant Scheme for revenue grants of between £1,000 - £3,000 for equipment and support to help evolve, adapt and implement new processes and technologies to capture the evolving remote "virtual visitor" experience and marketplace.

Secondary Interventions

17. A Life Science Innovation Network for a New Generation of Unicorns

As part of the OxCam Arc Investment Prospectus, the CPCA and University of Cambridge will be working with partners across the Arc to secure £500m within the Comprehensive Spending Review to establish of an OxCam Arc-wide life science innovation network to produce a new generation of unicorns in Cambridge and Oxford.

In the longer-term, transformative growth and renewal of our economy, is likely to be delivered through innovation-based growth and a greater knowledge intensity of our firms' offerings and the jobs that help produce them. Whilst medium-term rebound is most enabled through small and medium-sized firms, able to be supported scale rapidly, the Cambridge science base and innovation eco-system, has demonstrated it is capable of producing billion-dollar start-ups, the so-called Unicorns. More unicorns have been created between Oxford and Cambridge than in the rest of the UK's cities put together.

By working across the OxCam Arc, to link the innovation eco-systems of Oxford and Cambridge, focussed onto the key technologies and sectors, within which the two cities are already globally pre-eminent, we could create the opportunity to become an innovation growth economy to rival San Francisco, Toronto, Boston or Seoul. To achieve this, all three LEPs and our Combined authority would need to partner with Government to invest together in such a global undertaking.

The scientific community's response to the challenge of developing a vaccine and anti-body therapy to Covid-19, has demonstrated, that unprecedented achievements can be made through collaboration and breaking down perceived barriers to the integration of resources. Harnessing the two cities' scientific leadership in life sciences, data analytics and artificial intelligence, through the integration and coordination of their laboratories and testbed facilities could deliver as much economic success as we have seen in the fight against the pandemic.

The Arc Universities Group (AUG) should be given the opportunity to develop and propose, to both local and national government, an ambitious vision for Arc scientific integration, from discovery, to testbeds and production scale-up and spin-outs. New investment as well as collaboration and sharing of resources, will be needed to overcome the current inefficiencies in converting science into marketable medical devices, therapies and vaccines. This will require new capital infrastructure as well as revenue funding to create the human links in the chains and networks that will need to be built.

This would be an ambitious undertaking requiring hundreds of millions of pounds and a long-term commitment over at least a decade. However, what could result is one or even several more unicorn, billion-dollar businesses able to generate not just economic growth, but long-term economic sustainability through a greener and more knowledge intensive economy.

18. Guaranteed Training & Interviews for Jobs in Healthcare & Construction

Building on the already successful £5m pilot of the DWP funded Health and Care Sector Work Academy, that the Local Authority deliver on behalf of the CPCA, other Sector Work based academies will be developed. These will be aligned to geographically based employment sectors to ensure local business needs are met. The Government's additional Sector Based Work Academies initiative will be used to increase the number of sector-based work academies in our area. One example of the planned academies is the planned Construction & Infrastructure Work Academy will involve partners including the CITB, and will provide training for Town planners, Construction managers, Fire safety engineers, Electrical installation engineers, Domestic appliance engineers, House builders.

19. Training for School & College Leavers Unable to Find a Job

Local facilitation of the Government's High Value Courses initiative through a £150k pilot to support school and college leavers into work and enabling them to gain the skills they need to get jobs. The new service will do this by helping leavers access the Government's additional funding for selected level 2 and 3 qualifications in specific subjects and sectors in response to Covid-19. It will work with local FE colleges and independent providers to create proposals to retain young people in a high value training. The one-year offer will enable 18 and 19-year-olds leaving education and training who are unable to find employment or work-based training.

20. Local Piloting of a New National Retraining Scheme

The CPCA will fund an £80k pilot for adults to retrain into better jobs, and be ready for future changes to the economy, including those brought about by increasing automation or have been disrupted due to Covid-19. The Pilot aims to meet the needs of businesses to create a multi-skilled workforce for the future. We will work with employers who have identified skills needs within their workforce, or future recruitment needs as their businesses adapt to changes within the working environment. We will develop bespoke support package of workforce training for each of the business we work with. Key Growth Sectors for the Retraining Scheme will be:

- **Engineering/ Advanced Manufacturing** - Working with Marshall Cambridge and their supply chain to create **50 Apprenticeships and 30 Adults** retraining in Engineering.
- **Health and Care** - Working with Cambridgeshire & Peterborough NHS Trusts to create **300 – 400 new entrant jobs** for those displaced to retrain into Health and Care sector.

The pilot will support and retrain individuals at risk of their jobs changing or disappearing as a result of automation, and Covid-19. It will facilitate individuals gaining the skills they need to move into a new occupation or move into more stable, higher value - more productive job.

21. CPCA Digital Infrastructure Programme “Keeping Everyone Connected”

This workstream encompasses both initial response and recovery from the Covid-19 pandemic in the context of digital infrastructure, helping to support businesses and communities as well as public service delivery. This workstream includes:

- Disseminating information to businesses, communities and public agencies to ensure continued access to digital connectivity in early stages of Covid-19 crisis. Limiting the delays and disruption to digital infrastructure roll-out during lock-down by close liaison with telco's and highways and planning teams.
- £500k CPCA funding to be matched with residual ERDF funds to provide grants to SMEs to support greater take-up of technology in businesses adapting to new ways of working.
- Top up provision for the government's rural gigabit voucher scheme to help support businesses and communities in some of the most hard to reach areas of Cambridgeshire and Peterborough assessing gigabit capable digital connectivity – supporting remote working, education and training, access to healthcare and social inclusion.

Tertiary Interventions

22. Recovery and Development of the Creative Economy

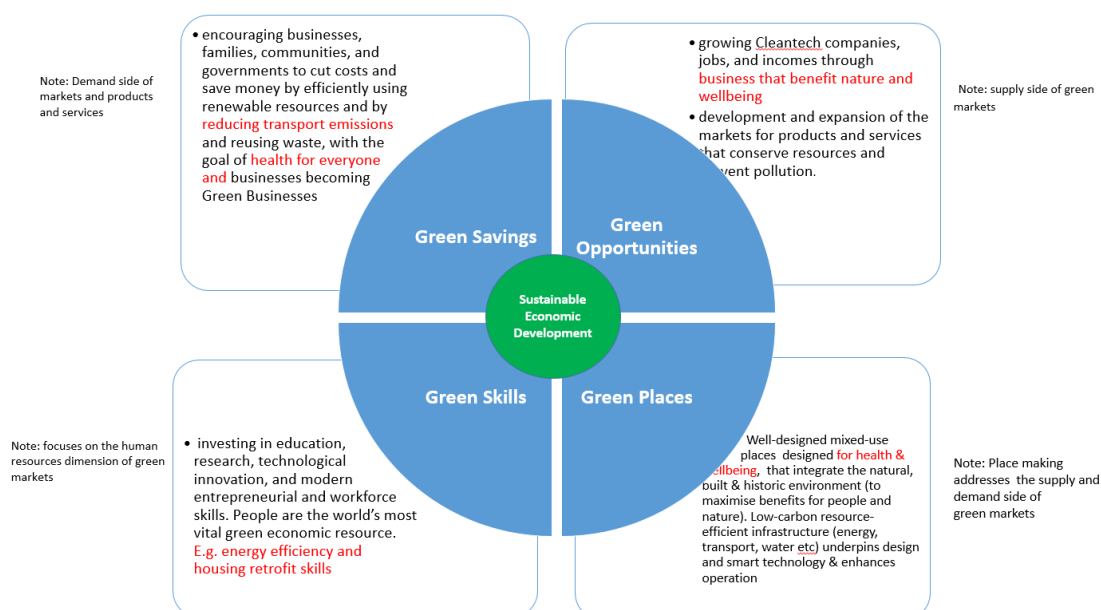
Develop Greater Cambridge Vision as a leader in creative industries. As part of that work, the City Council would be keen to lead a plan for £50m major capital redevelopment of current facilities, to deliver an enhanced mixed economy of creative businesses, flexible event, studio, incubation and exhibition space for current and new creative tech and start-up companies within the city and surrounding communities. This would be supported by talent development and management and monitoring support networks.

23. A Framework for Sustainable Economic Development

Sustainable recovery policies offer several advantages in spurring growth during economic downturn. In comparison to traditional fiscal stimulus, which maintains business-as-usual GHG emissions, green projects can create more jobs, deliver higher short-run fiscal multipliers and lead to higher long-run cost savings.

Similarly, construction projects, like insulation retrofits and building wind turbines, are less susceptible to offshoring than traditional stimulus measures. In the long term, as the operation and maintenance of more productive renewable technologies makes them less labour intensive, they generate higher long-run multipliers arising from energy cost savings; with obvious flow-on effects to the wider economy.

This means reducing greenhouse gas emissions, phasing out the burning of fossil fuels and other high polluting sectors, building resilient infrastructure (e.g. energy, water, digital, housing and transport) that is adapted to climate change impacts and at the same time significantly increasing the efficient use of resources and productivity whilst making space for nature in everything must be central to how we plan a thriving economy for the 21st Century.



24. Resource and Waste Circular Economy Business Models

The Government's 2018 Resource and Waste Strategy (RAWS) sets a clear direction towards a more circular economy in managing waste and how it can deliver the double benefit of contributing to managing the climate crisis and deliver economic opportunity.

It will see us keeping resources in use as long as possible, so we extract maximum value from them by recovering and regenerating products and materials whenever we can, giving them a new lease of life. Circular economy business models may be of particular benefit to restate and reinvigorate in the post Covid-19 economic environment as the flows of waste production have shifted to households during lockdown. It should form a key element of a green led economic recovery from Covid-19 reviewing, testing and pursuing the possibility of new revenue streams, markets and product lines.

Opportunities should be taken to shape new policy, for example second stage consultations on three areas of proposed waste and recycling legislation (a deposit return scheme (DRS) for drinks packaging in England, extended producer responsibility (EPR) for packaging and consistency in recycling collections) are set to take place in early 2021 so the new legislation can be rolled out from 2023. Not only will the RAWS reduce the amount of waste generated, minimise the depletion of natural resources, increase recycling and reduce our carbon emissions, it also aims to stimulate innovation, create new job opportunities and boost economic activity which can form a key element of a green led economic recovery from Covid-19.

25. Local Integration & Focussing of All Post-16 Vocational Education to Support Retraining of Workers in Transition Across Sectors & into Regrowth

The Mayor will carry forward local demands into Government for Post-18 Vocational Education Budgets to be better focused onto the retraining of people in transit between sectors impacted by Covid-19 to differing extents.

Various forecasts put the local Post Covid-19 increase in unemployment at above 50,000 workers, many of whom will be unable to find new roles in the badly hit sectors they have previously resided. This in turn will create the requirement for retraining between sectors, necessitating the rapid configuration, accreditation and mobilisation of retraining programmes, matched to the inter-sector labour flows locally in each sub-economy.

Through the devolution of AEB, and the introduction of the business-led Skills Advisory Panels (SAP's), the Combined Authority has already demonstrated the ability to take on education budgets and apply them in a more business-growth-focused, agile and flexible way to achieve sector and local skills transformation.

Through example projects like the CPCA Health & Care Sector Work Academy they have also shown they can design and mobilise training programmes to transition workers at-scale between sectors.

Through the CPCA's creation of its Apprenticeship Levy Marketplaces, transferring 25% of levy allocations from larger employers to SMEs, within and across sectors, it has also demonstrated the ability to engage employers into new and innovative forms of the traditional education and training market. Whilst the Local Authorities are also successfully transferring the underspend in their levy fund to support other local businesses to recruit apprentices

The CPCA will continue to develop these market innovation and focus more and more of the local Adult education budget onto skills development that help people transition sectors and find new jobs quickly. However, the Mayor will specifically press Government to:

- Raise the proportion of levy transferrable, on to SME non-levy payers and colleges, from 25% to 40%.
- Devolve and integrate the current Adult Education Budget, National Retraining Scheme, Apprenticeship Levy, National Skills Fund and all other Post-18 funding for vocational education.

The CPCA will map these sector contractions and recovery forecasts, along with the skills needed to enable large proportions of the local workforce to migrate across sectors. Aligning an integrated portfolio of funding to these flows and the development of new and expanded FE provision, will be more effectively achieved through locally devolved commissioning strategies in collaboration with local employers and FE providers, than continuing to be administered at distance from Whitehall. To enable this, the CPCA will establish specialist delivery teams configured by sector and place, that can adapt to an agile model of delivery; utilising our FE colleges and local independent training providers to provide a much more engaging, relevant and purposeful learner experience and impact.

26. Advanced Digital Infrastructure Deployments to Support Accelerators and Incubators

Emerging technologies and advanced data techniques which can fuel innovation and high value growth in areas such as transport, life sciences, healthcare and Agri-Tech are critically dependent on having leading edge digital connectivity infrastructure and services readily available for small businesses and research institutes as well as larger more established businesses. All new accelerators and incubator spaces require leading edge digital infrastructure services.

This includes gigabit capable full fibre infrastructure for all new buildings established as part of these workstreams (7,18,19) and the installation of 5G networks in all locations to support testing, trials and innovation. These include the provision of private 5G networks where required, integrated with commercial 5G deployments as needed.

27. Adapting Commercial Space Provision to Remote Working

The Covid-19 pandemic has potentially changed the way that many organisations will look at their need for and use of workspace. Although many will return to the workplace once the situation is more clear, many will use the opportunity to review

their requirements, and to plan their futures around more flexible and agile workforces, and the adoption of technology and digital platforms to improve efficiency and productivity, adapt to market demands, support staff, and increase their sustainability. This means that commercial space needs will change and there is a need to support adaptation of buildings to future needs, and to reduce the potential voids. A programme to include the planning and land-use, business and skills support will be developed. Understanding changes in demand for commercial space, and tapping into opportunities

Across many industries and types of location new trends for commercial space are already emerging. Understanding immediate demand changes as well as longer-term substantive changes will be a core success factor for local recovery strategies. Changes in demand across office space, laboratories, logistics, manufacturing and the make-up of city and town centres have been instigated or accelerated by the pandemic. In Cambridgeshire and Peterborough the particular dynamics of these changes will vary across the three sub-economies and individual towns and cities. Inevitably this will present challenges and difficulties to local economies, but it can also present opportunities. For example, in relation to strong demand for laboratory space or for well-connected market towns as certain commercial activity moves out of the capital.

It is therefore important to this Local Economic Recovery Strategy that Local Authorities work closely with industry to gain early insight into these changes, and use this insight to consider ways in which place-leaders can mitigate challenges and tap into opportunities. This will be focussed in the medium/long-term needs of the Priority Sectors identified in this Strategy, and for Market Towns. At an appropriate point in the implementation of this Strategy, a commercial space demand analysis will be produced for each Priority Sector and for Market Towns.

28. Local Authority Planning Adaptions for Housing & Schools Renewal

Across the CPCA area, the combined Local Plans/Housing Strategies identify the need for thousands of new homes within the next 11 years. In the last two weeks the Government have announced a desire to “build, build, build” as a driver for economic recovery. The House of Commons Housing, Communities and Local Government Committee’s “Building more social housing; Third Report of Session 2019–21” report issued on the 20th July 2020, identified the need for 90,000 homes a year to be completed in order to meet demand and to drive stability into house prices.

The CPCA area is poised to collaborate in leading a coordinated approach at national and local level and help evolve the paradigm within the following areas:

Planning

- Acknowledging proposed reforms of the planning system designed to encourage high quality homes to be developed where required without undue delays (through e.g. extension of delegated decisions) , by expanding PDR and by consideration of major schemes through NSIP – type procedures.
- Recognising that the changes in work patterns that may be seen post Covid-19 in the use of office space could open opportunities for conversion to housing where appropriate.

- Developing new local design guidelines for the construction of schools/ community facilities etc moving from single or two storey layouts with traditional playing fields etc towards more innovative designs.
- Reviewing CIL/S106 to establish future improved support for infrastructure.

Skills

- Requires a national programme for promoting planning careers in schools and colleges to stimulate shortfall.
- Reset planning curriculum to incorporate fit-for-future innovation in urban design and land use planning.

Infrastructure

- Developing UK/Local resilience and supply chain by supporting the development of UK / local manufacturing facilities for MMC / sustainability excellence.
- Working with Government to support the wider development of City/country wide expanded Green grid infrastructure.

Development Finance

- Whilst it is critical to support new homes development, there is often potential for redevelopment of aged housing / current council housing with the broader aim of delivering more overall homes on the site at higher quality and sustainability.
- Render housing stocks as fit for purpose for many years to come, support improved quality of life outcomes for tenants and help reduce the increasing maintenance costs.

28(a) Case Investment: *New Council Homes Development (£155m)* –

Cambridge City Council has utilised funding from Government to optimise use of its own and assembled land to develop nearly 1000 new homes of which over half are Council owned homes rented in line with LHA.

The Council is currently developing a new programme for delivery from 2022 – 2032. With the aim of developing a further 1000 council rented homes, the programme will deliver over 2000 additional homes in total. The review of Cambridge's Sustainable Housing Design Guide will enable the development of the programme along a trajectory to net zero carbon. Working with the Cambridge Investment Partnership, the programme will include a tenure mix to meet additional housing demand and support the affordable product development, as well as regeneration of current aged homes and wider opportunities for housing reinvestment. The programme will create and safeguard jobs, develop sustainable design and construction skills and provide homes for many of the 2000 people currently on the housing register, as well as innovative opportunities for those who fall outside the highest need groups but have been unable to afford to live near their employment owing to house price gaps.

The plan will include redevelopment opportunities for current homes which will deliver high quality, sustainable replacement and additional homes faster and more efficiently than research suggests that complex retrofit schemes can achieve in many cases.

Cambridge City is a 2020 national award for its partnership approach to effective management of homelessness, and the programme will promote and support the re-establishment of a more stable lifestyle for the homeless through the use of Housing First and other products such as Foundation 200 homes. These homes, designed by local housebuilder Hill, will be offered to people with a history of homelessness as a stepping-stone to re-establishing a stable lifestyle. They are built in a British factory and delivered fully furnished to each site. They are designed with safety and security in mind, with steel frames and walls, and have acoustic and thermal insulation that exceeds building regulations. The homes were designed in partnership with leading homelessness charity St Martin's In The Fields to ensure that they can meet the needs of homeless clients who may not have had continuous accommodation for some years.



Business Board Annual Report 2019/20 and Annual Delivery Plan 2020/21

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: Yes

Lead Member: Austen Adams, Chair of the Business Board

From: John T Hill, Director of Business and Skills

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

Approve the Business Board Annual Report for 2019-20 and Annual Delivery Plan for 2020-21, and for these to be published and formally submitted to the Department for Business, Energy & Industrial Strategy (BEIS).

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 The Business Board, as the region's Local Enterprise Partnership, is required to publish an Annual Report on its activities in the previous 12 months alongside a Delivery Plan setting out its ambitions for the coming year.
- 1.2 The Annual Report and Delivery Plan focuses on aspects for which the Business Board is responsible, including Local Growth Funds, Local Industrial Strategy, Sector Strategies and Enterprise Zones. However, as the work of the Business Board is integrated fully into the Combined Authority, the Annual Report and Delivery Plan covers all aspects of the Business and Skills Directorate delivery, including the University of Peterborough, Adult Education and Market Towns. Therefore, approval is also being requested from the Combined Authority Board for the documents to be published and formally submitted to the Department for Business, Energy and Industrial Strategy (BEIS).

- 1.3 Normally, this report and plan would be presented at the Business Board's Annual Meeting in May however, due to COVID, this was delayed to November while the approach to crisis response and recovery was developed, so as not to present an immediately outdated plan.
- 1.4 These proposals were considered at the Business Board meeting on 10 November 2020. Following discussion, the Business Board decided unanimously to recommend the 2020/21 Business Board Annual Report and Delivery Plan to the Combined Authority Board for approval.
- 1.1 The report to the Business Board can be viewed via the link below:

[Business Board meeting 10 November 2020 - Item 3.4 refers](#)

2. Appendices

- 2.1 Appendix 1 – Business Board Annual Delivery Plan for 2020-21
- 2.2 Appendix 2 – Business Board Annual Report for 2019-20
- 2.3 Accessible versions of these appendices are available on request from Democratic.Services@cambridgeshirepeterborough-ca.gov.uk .

3. Background Papers

- 3.1 [Business Board Annual Delivery Plan 2019/20](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS



Cambridgeshire and Peterborough Business Board Annual Delivery Plan 2020-21

SUMMARY

Achieving our collective ambition of ***Cambridgeshire and Peterborough being the leading place in the world to live, learn and work*** depends upon a thriving local economy.

The Business Board and Combined Authority have aligned to create one integrated programme that is more powerful in growing our economy and spreading prosperity further. The Business and Skills team within the Combined Authority is responsible for delivering this integrated programme on behalf of both Boards. This remit includes:

- **Development of key strategies** – including the Local Industrial Strategy, the Skills Strategy, and Local Economic Recovery Strategy
- **Management and delivery of strategic funds** – including Local Growth Funds, European Funds, and Combined Authority capital investments into Business and Skills
- **Direct support to businesses** – to help them grow, become more productive, and more international – through the Business Growth Service
- **Business space provision and management** – including the existing Enterprise Zones and new LaunchPad investments
- **Commissioning and management of skills programmes** – including the devolved management of the Adult Education Budget, and other investments to increase attainment and boost apprenticeships

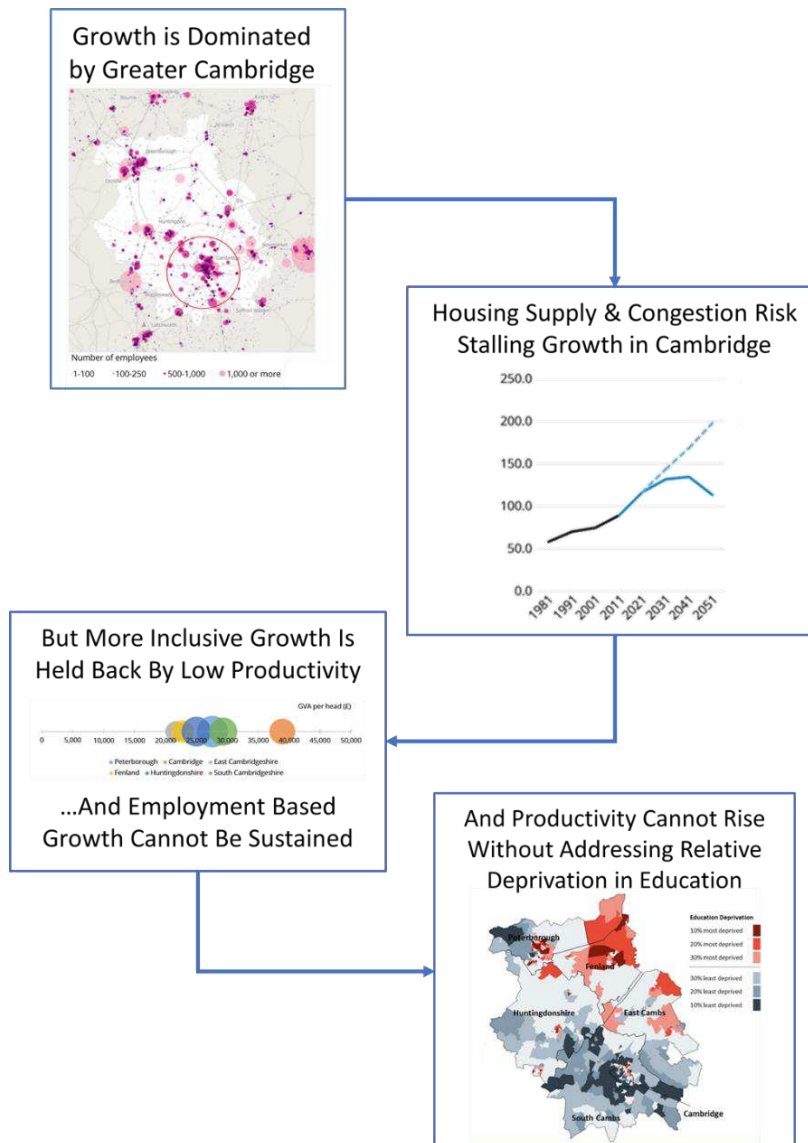
Delivering this within the Combined Authority structure means that not only can these services be more effective by being delivered collectively, but they can also be more efficiently deployed alongside other functions. For example, infrastructure and housing are major constraints to economic growth – and the work above can be planned in line with the Local Transport Plan and the Housing Strategy at the CPCA. The Business and Skills remit includes providing executive support to the function of the Business Board as the Local Enterprise Partnership for the area.

STRATEGIC OBJECTIVES

Historically, growth and especially the quality of growth across our cities and towns has not been inclusive and has led to high levels of health, wellbeing, and prosperity disparity, with pockets of both urban and rural deprivation.

The Local Industrial Strategy and the subsequent Business Rebound & Growth Service is an opportunity to address the inequalities that undermine economic growth and vision to become a leading place in the world to live, learn and work. An inclusive growth strategy which improves absolute standards of living is vital for the long-term economic sustainability of our economy; as such it represents a risk mitigation strategy as well as an opportunity.

The Key Messages from the CPIER that have informed our Local Industrial Strategy (LIS), and driven the need for more inclusive, and knowledge intensive, jobs growth are summarised as follows:



The policy response set out in LIS to meet this need, in the shortest timeframe, to create medium term impacts, was the Business Growth Service. This has been augmented to address the immediate requirement to help businesses in our economy to recover from the impacts of COVID-19.

The Service will deliver across the specificities of our three sub-economies as an integrated single-front-door offering for high-growth start-ups, scale-ups and set-ups. Central to the idea is building a network of growth companies that, when connected through innovation, skills, and growth support, become more than the sum of their parts. Key areas of focus will be to better enable our local academic ideas to be more rapidly commercialised and spun-out, whilst ensuring our most exciting entrepreneurs are supported to scale-up here which will also encourage the world's brightest firms to locate here.

OPERATIONAL DELIVERY

To enable the doubling of the economy in a way that increases inclusivity cannot be done through more of the same quality and quantity of business support. The volume of engagement with firms must be increased along with the intensity of that support and the ambition for the quality and quantity of job impacts.

To support this, we need an approach to targeting firms and offering growth support to them, tailored to the very different needs of our three sub-economies and each individual customer. To do this we will need to:

- **Transform the Growth Hub - a new Growth Coaching Service** to proactively engage and support our highest potential firms to speed their growth, build their capacity for growth, sustain their period of growth, or all three, **to create 3,498 jobs**. This will be a growth outcome-based service, capable of assessing the growth ambitions and barriers to success, of our most exciting 3,000 firms, diagnosing their needs for support and providing over 1,000 of them, with access to more than £9m of growth coaching from the private sector to help them achieve growth and create higher value jobs, spread more evenly across our economy.
- **Create a world-class inward investment service - 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, **to create 1,328 jobs**. As well as attracting firms across the world and the UK to relocate into our economy, we will connect into overseas investor networks to promote our strategic investments in transport infrastructure and higher education.
- **Transform the current small-scale schools career advice service - 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, **to provide 3,505 people with better skills for new jobs, including 1,600 apprenticeships** into a skills marketplace. This will be where young people and those looking to retrain can find jobs and training to provide our growing businesses with the right skills at the right time in the right place.
- **Create a world-class growth capital investment eco-system - a Capital Growth Investment Fund** to help SMEs, grow through organic expansion, offering an integrated range of grants, loans and equity products unavailable commercially, **to create 1,500 jobs**. This will be where start-ups, spin-outs and scale-ups can find coaching to attract investors, grants and loans to bridge the current gaps in the commercial marketplace and from an eco-system that attracts more investors into the whole of our economy – not just the high value sectors within Cambridge.

The Business and Skills directorate within the Combined Authority will also be responsible for delivering the following direct functions and services over the course of 2020/21:

- **Delivery of the Growth Hub** – the CPCA GROWTH HUB function has been supporting approx. 1,800 businesses per year. During 2020/21 this service will continue to provide support under the umbrella of the Business Growth Service, whilst also offering help and guidance on Covid-19 resilience and EU Exit Transition including import and export advice, fulfilling the BEIS criteria for funding, and delivering the various BEIS grant funding schemes that will become available throughout the year.

- **Adult Education Budget** - during the 2019/20 academic year the Combined Authority has completed its first year of Adult Education budget devolution. Following a successful open tender procurement in 2019, the Authority contracted with 5 Independent Training Providers (value of c.£2million) and 12 grant funded providers: FE colleges and Local Authority providers (value of c.£9million). Now moving into the second year, Officers undertake quarterly management meetings and regularly review performance of the providers against their delivery plans and measure participation among Cambridgeshire and Peterborough residents.
- **Opportunity Area** – through our contract with the Careers and Enterprise Company, we support schools in the Fenland and East Cambridgeshire Opportunity Area, to raise aspiration and educational attainment in one of our most challenged areas.
- **Apprenticeships** - the CPCA have established a fund of £4m to support non levy paying employers to access funding for Apprenticeships via Levy Transfer in the region. Over the next 3 years it is the ambition to create a further 1800 Apprenticeship opportunities to benefit both individuals and employers
- **Skills Brokerage** - activities have been delivered in the region to develop relationships between businesses, schools, providers, and learners to ensure those entering the labour market are equipped with the tools they need to succeed. Over the next 3 years we will align our brokerage activities to support the economic recovery from Covid-19.
- **Health and Social Care Progression Academy** - a £5m DWP pilot programme delivered by City College Peterborough to support progression within and across the priority sector. To date 636 learners have started a programme of learning with the academy which will support them in entering the health and social care sector.
- **Further Devolved Skills Funding** - as a result of having a devolved Adult Education Budget, we have received additional allocations of over half a million pounds to support 16-24 year olds to give them the skills needed to enter the labour market and for adults that are need to retrain.
- **Careers and Enterprise Company** - a total of 4 enterprise coordinators work alongside employers, schools, colleges, and providers, to provide high impact careers and enterprise support to young people (12-18yrs) that is responsive to individual pupil needs and underpinned by the internationally recognised Gatsby Career Benchmarks.
- **Enterprise Zones** – the Business Board is responsible for the Alconbury and Cambridge Compass Enterprise Zones, covering 6 sites across the region. These EZs are at various stages of development and capacity, so the focus of this activity is to ensure the right investment and focus to realise new jobs on these sites.
- **Market Towns Programme** - the CPIER noted the need to ensure that each market town had its own plan but that these were part of a clear story about how each might contribute to the LIS without duplication or omission. It also said that plans had to be enacted and that this would require prioritisation and resource. The CPCA has been working closely with local authority partners to deliver 11 market town masterplans, the implementation of which is hoped to contribute to the future prosperity of market towns. The masterplans, which have been funded by CPCA Investment Fund / Gainshare, provide an evidence base and a set of priorities for the market towns to consider realising their future economic growth potential. Following approval of each masterplan, the CPCA Board will consider proposed interventions for each town against a £10m capital investment to mobilise the masterplans.

STRATEGIC FUNDS

Over the course of 2020/21 we will deliver a range of significant investments made through our strategic funds. This not only includes projects related to delivering Local Industrial Strategy Priorities but also projects supporting businesses, jobs, Apprenticeships, and skills training considering the impacts of Covid-19.

LOCAL GROWTH FUNDS

To date, over 16 projects have been completed through Local Growth Funds, unlocking 892 new jobs, 400 new homes, and 1,198 new learning outcomes. There will be 26 live projects during 2020-21 plus 5 projects approved but starting later in second half of the year alongside two other potential pipeline projects seeking approval.

Local Growth Fund				
LGF Project	Project status in 20/21	Primary Sector	Region Authority	LGF Spent by 31 March 2021
Ascendal Transport Accelerator	Approved	Transport	South Cambridgeshire District Council	£965,000
Smart Manufacturing Association	Approved	Business Growth	Peterborough City Council	£715,000
South Fenland Enterprise Park	Approved	Business Growth	Fenland District	£997,032
Endurance Skills Training Centre	Approved	Transport	Huntingdonshire District	£2,400,000
Peterborough Café Culture Project	Approved	Retail & Visitor Economy	Peterborough City	£800,000

Terraviva Company Expansion	Completed	Advanced Manufacturing	South Cambridgeshire District Council	£120,000
Aerotron Company Expansion	Completed	Advanced Manufacturing	Fenland District Council	£1,400,000
Growing Places Fund Extension	Completed	All	CPCA Wide projects	£65,000
Signpost to Grant - CPCA Growth Hub	Completed	All	CPCA Wide projects	£120,000
TWI Engineering Centre	Completed	Advanced Manufacturing	South Cambs District	£2,100,000
Biomedical Innovation Centre	Completed	Life Science	Cambridge City	£1,000,000
Bourges Boulevard Phase 1	Completed	Transport	Peterborough City Council	£2,100,000
Bourges Boulevard Phase 2	Completed	Transport	Peterborough City Council	£9,200,000
A47/A15 Junction 20	Completed	Transport	Peterborough City Council	£6,300,000
Lancaster Way Phase 1 Loan	Completed	Business Growth	East Cambridge District	£1,000,000
Lancaster way Phase 2 Grant	Completed	Transport	East Cambridge District	£1,455,000
Ely Southern Bypass	Completed	Transport	East Cambridge District	£22,000,000
Manea & Whittlesea Stations	Completed	Transport	Fenland District Council	£395,000
PRC Food Manufacturing Centre	Completed	Food Processing	Peterborough City	£586,000
iMET Skills Training Centre	Completed	Advanced Manufacturing	Huntingdonshire District I	£10,500,000
CITB Construction Academy	Completed	Construction	Kings Lynn & West Norfolk	£450,000

CRC Construction Skills Hub	Live	Construction	Huntingdonshire District	£2,500,000
The Business Growth Service	Live	All	Huntingdonshire District Council	£5,407,000
Illumina Genomics Accelerator	Live	Life Science	South Cambridgeshire District Council	£1,000,000
Startcodon Life Science Accelerator	Live	Life Science	South Cambridgeshire District Council	£3,342,250
Medtech Accelerator	Live	Life Science	South Cambridgeshire District Council	£500,000
Agri-Tech Growth Initiative	Live	AgriTech	CPCA Wide projects	£3,036,252
COVID Capital Growth Grant Scheme	Live	All	CPCA Wide projects	£3,000,000
Hauxton House Incubation Centre	Live	Life Science	South Cambs District	£438,000
Photocentric 3D Centre of Excellence	Live	Business Growth	Peterborough City	£1,875,000
Cambridge Biomedical Campus	Live	Life Science	Cambridge City	£3,000,000
NIAB - AgriTech Start Up Incubator	Live	AgriTech	Huntingdonshire District	£2,484,000
NIAB - Agri-Gate Hasse Fen extension	Live	AgriTech	East Cambridge District	£599,850
Haverhill Epicentre - Jaynic	Live	Life Science	West Suffolk District	£2,600,000
TWI Ecosystem Innovation Centre	Live	Advanced Manufacturing	South Cambs District	£1,230,000
West Cambs Innovation Park	Live	Life Science	Cambridge City	£3,000,000
TTP Life Sciences Incubator	Live	Life Science	South Cambs District	£2,300,000
Aracaris Capital Living Cell Centre	Live	Life Science	South Cambs District	£1,350,000
Whittlesey King's Dyke Crossing	Live	Transport	Fenland District Council	£8,000,000
Wisbech Access Strategy	Live	Transport	Fenland District Council	£6,000,000
Lancaster way Phase 2 Loan	Live	Transport	East Cambridge District	£3,680,000
CAM Promotion Company	Live	Transport	CPCA	£999,000
Soham Station	Live	Transport	East Cambridge District	£1,000,000
Metalcraft Adv Man Centre	Live	Advanced Manufacturing	Fenland District	£3,160,000
University of Peterborough Phase 1	Live	Multi-Sector	Peterborough City	£12,500,000
March Adult Education Centre	Live	Multi-Sector	Fenland District	£400,000
AEB Innovation Grant	Live	Multi-Sector	CPCA Wide	£323,720

Cambridge Visitor Welcome	Pipeline	Retail & Visitor Economy	Cambridge City	£715,000
Northstowe EZ development project	Pipeline	Energy/Cleantech	South Cambridgeshire District Council	£2,000,000

The forecast jobs outcomes (direct and indirect) for all projects being funded through the Local Growth Funding over their agreed contractual outcome timeframes (includes the completed, live and approved) is:

- 17001 Direct Jobs
- 37337 Indirect Jobs

The majority of these Jobs outcomes are being delivered in the period 2020 to 2026 with 892 already created from the completed projects.

GETTING BUILDING FUNDS

Getting Building Fund				
University of Peterborough Phase 2 R&D	Approved	INNOVATION CENTRE & INCUBATOR	Peterborough City	£14,600,000

Getting Building Funding was recommended by the Business Board for approval in October 2020. If subsequently ratified, the project to commence delivery before the end of March 2021 and with a completion date for spend of March 2022. Regular updates on the progress and position of these funds will be provided to both the Business Board and Combined Authority Board during the year.

OTHER FUNDING OR GROWTH PROGRAMMES

UNIVERSITY OF PETERBOROUGH

The Combined Authority has made a commitment of up to £13.5m capital funding in principle to advance the University of Peterborough project (alongside the Growing Places funding referenced above). The outcomes for this project will include:

- Developing a higher local skill set
- Raising aspirations and participation in HE
- Providing a high-quality curriculum and qualifications fit for the modern workforce
- Attracting talent to a technical/vocational offer leading to better paid jobs

PHASE 1 - OVERVIEW

- £30 million investment to build a 'signature' building
- Anglia Ruskin University (ARU) are the official higher education partner for a new employment-focused university in Peterborough.
- ARU will deliver the curriculum for the new university, which will be known as ARU Peterborough, until 2028.
- To open its doors to 2,000 students in 2022, with an ambition to offer courses for up to 12,500 by 2030.
- The curriculum will be designed to meet local economic needs; providing both opportunities for local residents to receive a top-class vocational education and a well skilled local workforce for businesses to employ.

The shareholders are Anglia Ruskin University (ARU), Cambridgeshire & Peterborough Combined Authority (CPCA), and Peterborough City Council (PCC). The first four faculties of ARU Peterborough will be:

- The Faculty of Business, Innovation and Entrepreneurship
- The Faculty of Creative and Digital Arts and Sciences
- The Faculty of Agriculture, Environment and Sustainability
- The Faculty of Health and Education

PHASE 2

The Phase 2 project is to complement the 2020-22 investment of £30.47m from the CPCA, PCC and private sector into a Phase 1 Academic Teaching Building for a new University of Peterborough, to produce 3,000 p.a. graduates.

The Research & Development Centre will be a 2200 sqm build and consist of 3 floors with a mix of high-quality technical laboratory and office space for incubations and start-ups. The £14.6m of

funding for the project has been allocated to the CPCA by MHCLG and the formal application process for our Innovation Delivery Partner, and their partners, to apply for and utilise the funding is currently underway. Planning is due to be approved in Spring with a spade in the ground March/April 21 and completion of the build by 31 January 22. The timeframe on this project is extremely tight with a build programme of 41 weeks following procurement of the main contractor. The building will be built by end of January 2022.

ENTERPRISE ZONES

Enterprise Zones - Impact of Covid-19: whilst businesses are operating at reduced capacity due to Covid-19, the uniqueness of businesses (especially on established sites such as Cambridge Research Park and Lancaster Way) means Enterprise Zones have been in a stronger position to withstand recent economic challenges. The specialist nature of operations, including access to technical space and R&D facilities, means businesses are not expected to be overly impacted by Covid-19 and the recent shift to more working from home. To further demonstrate the success development of our Enterprise Zones, there are new developments planned for, or underway across the sites (including Haverhill, Alconbury, Cambridge Research Park, Northstowe and Cambourne).

Enterprise Zones - Site Updates:

Alconbury Weald - a few businesses have changed ways of working and reduced/given up space based on new models of working from home and to save money. U&C have supported a few with delayed rents etc; and have been promoting the CPCA and HDC business support programmes around recovery. MMUK continue to grow and progress the application for a new building on site. U&C are also looking at ways to progress additional new incubator / drop in / shared space to respond to the changing patterns.

Cambridge Research Park – 2 existing Enterprise units were let in June, with the remaining 2 units in negotiation. Outline permission consent in place for an additional 245,000 sqft of commercial space on the EZ (phase 1, delivering 85,000 sqft is anticipated by summer 2022) and progressing to Reserved Matters.

Lancaster Way Business Park – park currently operating at reduced capacity however businesses are starting to reopen, and employees are returning on site. Although enquiries are down, there are no concerns with the existing business base, with one anchor tenant progressing plans to further expand on site.

Haverhill Research Park – new Epicentre underway (LGF funded development - 32,000 sqft of shared/managed workspace). Completion is expected for January 2021 (with an official opening planned for the 21st Jan).

Northstowe – SCDC have detailed plans for the development of EZ land (and local centre) to bring forward 17,000 sqft of new commercial space (predominantly B1 use). Investment case in development and a potential start on site of late 2020/early 2021.

Cambourne Business Park – similar to Northstowe, SCDC are developing investment plans with U+I on accelerating developments on remaining EZ land.

EASTERN AGRI-TECH GROWTH INITIATIVE

This flagship programme has been supporting businesses within the Agri-Tech sector to innovate and grow for nearly 7 years.

So far in 2020/21, we have received 16 applications for grant funding. Eleven applications were successful. Seven were R&D projects. The total amount of grant awarded was £511,290. The current scheme is due to finish on 31 March 2021.

Since the Growth Deal/Local Growth Fund was created, we have approved 65 Agri-Tech grant applications. The total amount of grant awarded to was £3,093,742. This is forecast to lever in approximately £7.5m of private sector match funding (£8m forecast for the whole programme). OF the successful applicants 43 were R&D projects and 22 were capital projects).

Our support is expected to increased productivity efficiency (GVA/Hour Worked). Our intervention is expected to result in increased UK sales/market share/profitability (the value of the increased sales to be confirmed when programme finishes). We may also see some import substitution opportunities.

COVID-19

In recognition of the dramatic impact that the coronavirus pandemic was having across all sectors of our SME business community, we very quickly devised and launched two grant schemes that made a real difference not just to ensuring survival, but to also help lay the foundations to support recovery and future growth aspirations. As a result of this rapid response from the CPCA Business Board, a total of 260 SMEs were supported across the two schemes, sharing a total of just over £6m.

COVID-19 Capital Grant Scheme - Funding available to businesses employing more than 6 people but less than 250 people. The key headlines were:

- 132 businesses supported
- Total grant awarded was £5,506,907
- 809 jobs (of which 287 are forecast new jobs and 522 are forecast protected jobs)
- Positive feedback about the simplicity of the scheme and the help/guidance provided
- Positive media coverage

COVID-19 Micro Grant Scheme - Funding available to businesses employing less than 6 people. The key headlines were:

- 128 businesses supported
- Total grant awarded was £500,000

STRATEGIC ACTIVITY

LOCAL INDUSTRIAL STRATEGY AND SKILLS STRATEGY

The Cambridgeshire and Peterborough Combined Authority is undertaking an assessment on the impact of Covid-19 on the CPCA economy. This work is part of a broader programme of work to support CPCA's integrated business and skills insight and evaluation. The analysis will reflect on best understanding of the impact of Covid-19 on the national economy, CPCA and the six local authorities within CPCA.

This work builds on research and analysis already carried out by other organisations to understand the impact of Covid-19 on CPCA, including impact assessments and labour market information

prepared by Cambridgeshire Insights. This approach has been to complement the analysis to add new insight to strategic activity, and to avoid duplicating the analysis wherever possible.

LOCAL ECONOMIC RECOVERY STRATEGY

In immediate response to the COVID-19 Pandemic, the Economic Recovery Strategy Group (ERSG), as part of the wider Local Resilience Forum, was formed in March 2020 to respond to the Economic and Business Impacts of COVID-19.

The ERSG, comprising of Senior Officers of our Local Authorities together with Representatives of local Business Membership Organisations, committed to developing a joint Local Economic Recovery Strategy (LERS) which lays down a roadmap formed of specific interventions which will aim to accelerate the recovery of our local economy.

The LERS will be a live document through 2020 into 2021 which will be adapted as appropriate to respond when anticipated and known impacts on the local Economy and our Businesses evolve and become clearer. These further insights will principally be gained through our parallel programme of COVID Insight work with Metro Dynamics. Using these insights, we will be better positioned to prioritise our interventions to target support to those impacted groups in the timeliest way, so we accelerate the rebound of our local economy. This will then lay the foundation to grow the local economy on (and beyond) our original growth plans.

APPENDIX 1: BUSINESS AND SKILLS STRATEGIC DELIVERY PLAN AND SUCCESS MEASURES

Foundation of Productivity	Headline Intervention	Cost	Delivery Metrics		LEP Geography
			Outputs	Outcomes	
People	Adult Education Budget	£11.5m	<ul style="list-style-type: none"> 75% of courses have a business or economy focus by 2025 Increased % of AEB investment going into geographic areas of need by 20% in 2023 2,000 people a year who progress into further training or employment by 2022 5,000 leavers satisfied with their course by 2025 	<ul style="list-style-type: none"> Increase number of residents over 16 with a level 3 qualification from 30% in 2011 to 40% by 2031 Increase the number of Peterborough residents with a Level 2 qualification from 82% in 2016 to the national average of 85% by 2024 Increase the number of learning aims in Science, Maths, Engineering, Manufacturing, Construction, Health & Social Care from 4,328 in 2016 to 5,000 by 2024 Increase the number of learners gaining employment outcomes from 29 in 2016 to over 200 by 2024 	All
	University of Peterborough	£13.5m (Phase 1)	<ul style="list-style-type: none"> Increase of higher education provision in Greater Peterborough and the Fens 	<ul style="list-style-type: none"> 2,000 students by 2022 6,000 students by 2025 12,500 students by 2030 <p>Employment outcomes:</p> <ol style="list-style-type: none"> Number of temporary jobs created: 50 in construction Number of jobs created: 33 University staff initially. Number of indirect jobs created: 66 in the 	GP Fens

Foundation of Productivity	Headline Intervention	Cost	Delivery Metrics		LEP Geography
			Outputs	Outcomes	
		£14.6m (Phase 2)		<p>University supply chain rising to 398.</p> <p>d. A further 166 directly employed staff as the University Faculties grow.</p> <p>e. Number of indirect jobs to be created: 14,000</p> <p>f. Number of Apprenticeships to be established:</p> <p>i. Level 6 (over 3 years) – 4,383</p> <p>ii. Level 7 (over 3 years) – 677.</p>	
	Skills Talent and Apprenticeship Hub	<p>C. £3.2m</p> <p>CPCA £1.6m</p> <p>ESF Match £1.6m</p>	<ul style="list-style-type: none"> 7,000 Employers engaged through the Skills Talent & Apprenticeship Hub by 2024 All 59 Schools and Colleges engaged and fully supported through Brokerage & STA Hub Number of individuals how have successful outcome because of using the Hub – 10,000 by 2024 	<ul style="list-style-type: none"> Increased overall number of Apprentices from 3,940 in 2017/18 to 5,000+ by 2021 Increased number of 16-18- & 19-24-year olds starting on an Apprenticeship (target TBC) Increased number starting on Higher/ Degree Apprenticeships L 4 – L 7 (target TBC) Jobs filled (non- Apprenticeship) through STA Hub/ Partners: <ul style="list-style-type: none"> 50 Employers by 2020 100 Employers by 2021 150 Employers by 2022 	All – tailored within areas

Foundation of Productivity	Headline Intervention	Cost	Delivery Metrics		LEP Geography
			Outputs	Outcomes	
				<ul style="list-style-type: none"> ○ 200 Employers by 2024 	
Business Environment	Business Growth Service	£18m LGF <i>£3m Op Fund £5m Loan Fund £10m Investment Fund</i>	<ul style="list-style-type: none"> • 5,000 businesses supported receiving no financial support by 2023 • 900 business supported receiving grant by 2023 	<ul style="list-style-type: none"> • 4,692 Indirect jobs by 2023 • 1,800 Apprenticeships by 2023 • £50,000 GVA/Head • £1.3bn GVA growth 	All
	Capital Growth Grant	£12m	<ul style="list-style-type: none"> • 240 businesses supported receiving grant by 2023 	<ul style="list-style-type: none"> • 1,200 Indirect jobs by 2023 	All
	Enterprise Zone and Peterborough University	TBC	<ul style="list-style-type: none"> • Increased business space related to growth sectors • Increased research space related to growth sectors 	<ul style="list-style-type: none"> • New jobs in high-value growth sectors (target TBC) • New products brought to market (target TBC) • GVA increase (target TBC) 	GP
Ideas	Innovation Launchpads (at least 4 new centres)	£2-3m LGF investment per launchpad	<ul style="list-style-type: none"> • 70,000 – 100,000 sqm of new commercial business space • 15,000 sqm of new commercial research space 	<ul style="list-style-type: none"> • 300-450 new jobs in high-value growth sectors (£45,000 GVA/Head) • £13.5m - £20.25m GVA growth 	Fens GP
	Greater Cambridge Life Sciences Accelerator(s)	£6.342m	<ul style="list-style-type: none"> • 30 start-ups taken through accelerator 	<ul style="list-style-type: none"> • 2,550 direct and indirect jobs within 5 years • 73,750 direct and indirect jobs within 10 years • Galvanise Greater Cambridge as world-leading Genomics hub 	GC

Foundation of Productivity	Headline Intervention	Cost	Delivery Metrics		LEP Geography
			Outputs	Outcomes	
	Eastern Agri-tech Growth Initiative	£1.7m (£1.2m Business Board, £500k NALEP)	<ul style="list-style-type: none"> Increased numbers of enquiries and successful applications Jobs created and protected: types of jobs & how they equate to NVQ scale and what are salary levels For R& D activity; how many patents have been filed/granted For R&D businesses; how many projects have resulted in products/ideas etc brought to market/implemented by the sector or acquired by other organisations Support led to collaboration opportunities 	<ul style="list-style-type: none"> 100 jobs created and upskilled Increased productivity & efficiency (GVA/Hour Worked) Private sector financial leverage of £8m Increased export Increased FDI Intervention led to import substitution opportunities 	All
	Market Towns Programme	£13.1m	<ul style="list-style-type: none"> Delivery of 11 Market Town Masterplans by 2022 	<ul style="list-style-type: none"> TBC 	

APPENDIX 2: COMBINED AUTHORITY REVENUE MEDIUM TERM FINANCIAL PLAN 2020 – 2024

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

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

Revenue Income		2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Revenue Gainshare		(8,000.0)	(8,000.0)	(8,000.0)	(8,000.0)
Mayoral Capacity Building Fund		(1,000.0)	-	-	-
Growth Hub Grant		(246.0)	(246.0)	(246.0)	(246.0)
Growth Hub Supplementary Grant		(290.0)	-	-	-
LEP Core Funding		(500.0)	(500.0)	(500.0)	(500.0)
Adult Education Budget		(11,513.0)	(11,513.0)	(11,513.0)	(11,513.0)
Transport Levy income		(12,347.6)	(12,594.6)	(12,846.5)	(13,103.4)
Enterprise Zone rates income		(605.0)	(1,209.0)	(1,348.0)	(1,457.0)
CEC grant income		(52.0)	-	-	-
Skills Advisory Panel		(75.0)	-	-	-
COVID Bus Service Support Grant		(439.0)	-	-	-
Better Deal for Buses Grant		(384.0)	-	-	-
Total Revenue Grant Income		(35,451.6)	(34,062.6)	(34,453.5)	(34,819.4)

Income only includes funds due to be received in-year, not drawdowns and contributions to reserves

Revenue Expenditure		2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Mayor's Office					
Mayor's Allowance		85.0	95.6	97.5	99.5
Mayor's Conference Attendance		10.0	10.0	10.0	10.0
Mayor's Office Expenses		40.0	40.0	40.0	40.0
Mayor's Office Accommodation		77.4	77.4	77.4	77.4
Mayor's Office Staff		254.4	259.5	264.7	270.0
Total Mayor's Costs		466.8	482.5	489.6	496.9

Combined Authority Staffing Costs (inc NI & Pen 'er)					
Chief Executive		288.1	306.4	312.5	318.8
Housing Directorate					
Housing		405.6	413.7	422.0	430.4
Business and Skills Directorate					
Business and Skills		930.6	949.2	968.2	987.6
Growth Hub		159.5	162.7	165.9	169.3
Energy		413.9	422.2	-	-
Energy - RCEF Staffing		-	-	-	-
AEB		245.8	250.7	255.7	260.8
Delivery & Strategy Directorate					
Delivery & Strategy		1240.7	1265.5	1290.8	1316.6
Corporate Services Directorate					
Legal and Governance		585.8	597.5	609.5	621.7
Finance		507.9	518.1	528.4	539.0
HR		147.6	150.6	153.6	156.6
Communications		276.4	281.9	287.6	293.3
Total Combined Authority Staffing Costs		5,201.9	5,318.5	4,994.2	5,094.1
Other Employee Costs					
Travel		100.0	100.0	100.0	100.0
Apprenticeship Levy		19.9	20.3	19.1	19.4
Conferences, Seminars & Training		90.0	90.0	90.0	90.0
Change Management Reserve		208.3	156.7	162.4	158.4
Total Other Employee Costs		418.2	367.0	371.5	367.8

<u>Other Employee Costs</u>					
Travel		100.0	100.0	100.0	100.0
Apprenticeship Levy		19.9	20.3	19.1	19.4
Conferences, Seminars & Training		90.0	90.0	90.0	90.0
Change Management Reserve		208.3	156.7	162.4	158.4
Total Other Employee Costs		418.2	367.0	371.5	367.8
<u>Externally Commissioned Support Services</u>					
External Legal Counsel		100.0	150.0	100.0	100.0
Finance Service		61.4	92.0	93.0	94.0
Democratic Services		90.0	90.0	90.0	90.0
Payroll		8.0	8.0	8.0	8.0
HR		25.0	25.0	25.0	25.0
Procurement		25.0	25.0	25.0	25.0
ICT external support		50.0	50.0	50.0	50.0
Total Externally Commissioned Support Services		359.4	440.0	391.0	392.0
<u>Corporate Overheads</u>					
Accommodation Costs		340.0	340.0	340.0	340.0
Software Licences, Mobile Phones cost		20.0	20.0	20.0	20.0
Communications		40.0	40.0	40.0	40.0
Website Development		38.4	10.0	10.0	10.0
Recruitment Costs		40.0	40.0	40.0	40.0
Insurance		30.0	30.0	30.0	30.0
Audit Costs		85.0	85.0	85.0	85.0
Office running costs		25.0	25.0	25.0	25.0
Corporate Subscriptions		10.0	10.0	10.0	10.0
Total Corporate Overheads		628.4	600.0	600.0	600.0
<u>Governance Costs</u>					
Committee/Business Board Allowances		144.0	144.0	144.0	144.0
Miscellaneous		20.0	20.0	20.0	20.0
Total Governance Costs		164.0	164.0	164.0	164.0
<u>Election Costs</u>					
Total Election Costs		-	1,040.0	-	-
<u>COVID pressures</u>					
Total COVID pressures		120.0	-	-	-
<u>Capacity Funding</u>					
Total Capacity Funding		125.0	125.0	125.0	125.0
<u>Financing Costs</u>					
Interest Receivable on Investments		(726.0)	(280.0)	(152.3)	(152.5)
Interest on Borrowing			1,555.2	1,555.2	1,555.2
Net Financing Costs		(726.0)	1275.2	1402.9	1402.7
Total Operational Budget		6,290.8	9,329.7	8,048.6	8,145.7

<u>Feasibility Budgets</u>					
Contribution to A14 Upgrade (DfT)		89.0	96.2	98.5	183.6
Non-Transport Feasibility (unallocated)			917.0	1000.0	1000.0
Total Feasibility Budget		89.0	1,013.2	1,098.5	1,183.6
<u>Recharges to Grant Funded Projects</u>					
Directly Grant Funded Staff		(1,691.2)	(1,725.0)	(1,759.5)	(1,794.7)
Directly Grant Funded Overheads		(248.9)	(253.9)	(259.0)	(264.2)
Total Recharges to Grant Funded Projects		(1,940.1)	(1,978.9)	(2,018.5)	(2,058.9)

Business & Skills					
AEB Devolution Programme		11,205.5	10,948.9	10,948.9	10,948.9
AEB Innovation Fund - Revenue		336.7			
AEB Programme Costs		388.6	388.6	388.6	388.6
National Retraining Scheme		80.1			
Marketing and Promotion of Services		95.0	20.0	20.0	20.0
Careers and Enterprise Company (CEC)		80.5	-	-	-
Energy Hub		822.6	-	-	-
EU Exit Funding		131.5	-	-	-
Growth Hub		246.0	246.0	246.0	246.0
Growth Hub Supplementary Award		290.0			
HAT Work Readiness Programme		52.8	-	-	-
Health and Care Sector Work Academy		3,235.6	232.2	-	-
LEP Capacity Funding		188.0	-	-	-
LIS Implementation		176.3	200.0	200.0	200.0
Local Growth Fund Costs		480.0	480.0	480.0	480.0
Market Town Implementation of Strategies		222.9	200.0	200.0	200.0
Rural Community Energy Fund (RCEF)		2,765.7	314.4	-	-
Skills Advisory Panel (SAP) (DfE)		114.0	-	-	-
Skills Brokerage		107.0			
Skills Strategy Implementation		120.5	150.0	150.0	150.0
SME Observatory		40.0	40.0	-	-
St Neots Masterplan		254.1	83.0	-	-
Trade and Investment Programme		100.0	-	-	-
EZ Funded Growth Company Contribution		230.0	279.0	418.0	-
University of Peterborough		4.2	-	-	-
Total Business & Skills Approved Budgets		21,767.7	13,582.1	13,051.5	12,633.5

Housing					
CLT / £100k Housing		83.4	-	-	-
Garden Villages					
Approved Project Costs		696.2	-	-	-
Subject to Approval		3,000.0	-	-	-
Total Housing Revenue Expenditure		3,779.6	-	-	-

Delivery & Strategy					
A10 Dualling SOBC					
Approved Project Costs	297.1	-	-	-	
A141 SOBC					
Approved Project Costs	350.0				
Bus Review Implementation					
Approved Project Costs	644.0	-	-	-	
Subject to Approval	1,200.0	-	-	-	
Bus Service Subsidisation					
Approved Project Costs	187.0	-	-	-	
CAM Metro OBC					
Approved Project Costs	1,356.4	-	-	-	
CAM Metro Post OBC Tunnels					
Approved Project Costs	200.0	-	-	-	
Subject to Approval	2,300.0	-	-	-	
CAM Innovation Company					
Approved Project Costs	1,200.0	-	-	-	
Subject to Approval	3,215.2	-	-	-	
Climate Change					
Approved Project Costs	125.0	-	-	-	
Covid Bus Service Support Grant					
Approved Project Costs	439.5	-	-	-	
Land Commission					
Approved Project Costs	40.0	-	-	-	
Local Transport Plan					
Subject to Approval	-	100.0	-	-	
Monitoring and Evaluation Framework					
Approved Project Costs	168.7	150.0	34.0	-	
Subject to Approval	-	-	36.0	70.0	
Non-Statutory Spatial Framework (Phase 2)					
Approved Project Costs	71.4	-	-	-	
Subject to Approval	144.9	100.0	100.0	-	
Public Service Reform					
Approved Project Costs	75.0	-	-	-	
Schemes and Studies					
Approved Project Costs	100.0	-	-	-	
Sustainable Travel					
Approved Project Costs	150.0	-	-	-	
Transport Levy CCC					
Approved Project Costs	8,497.7	8,667.7	8,841.1	9,017.9	
Transport Levy PCC					
Approved Project Costs	3,849.9	3,926.9	4,005.4	4,085.5	
Total Delivery & Strategy Revenue Expenditure	24,611.7	12,944.6	13,016.5	13,173.4	
Total Revenue Expenditure	55,065.6	35,373.2	33,686.2	33,574.2	

Capital		2020/21	2021/22	2022/23	2023/24
Investment in Finance System					
Approved Project Costs		-			
Subject to Approval		150.0			
Total Corporate Capital Projects		150.0	-	-	-
A10 Dualling					
Approved Project Costs		-	-	-	-
Subject to Approval		1,000.0	1,000.0	-	-
A47 Dualling					
Approved Project Costs		40.0	-	-	-
Subject to Approval					
King's Dyke					
Approved Project Costs		8,619.8	9,087.0	-	-
Subject to Approval		2,100.0	-	-	-
A47 Junction 18 Improvements					
Approved Project Costs		-	-	-	-
Active Travel Grant payments					
Approved Project Costs		2,942.4			
CAM Innovation Company Set up					
Approved Project Costs		1,000.0	-	-	-
Subject to Approval		-	1,000.0	-	-
CAM Delivery to OBC					
Approved Project Costs		-	-	-	-
Subject to Approval		-	5,000.0	5,000.0	5,000.0
CAM FBC Preperation					
Approved Project Costs		-	-	-	-
Subject to Approval				1,500.0	1,500.0
Cambridge South Station					
Approved Project Costs		385.3	-	-	-
Subject to Approval		-	-	-	-
Regeneration of Fenland Railway Stations					
Approved Project Costs		1,707.5	-	-	-
Subject to Approval		874.0	1,059.0	-	-
Soham Station					
Approved Project Costs		5,736.7	13,103.5	896.8	-
Wisbech Rail					
Approved Project Costs		341.4	-	-	-
Subject to Approval		987.6	2,000.0	3,000.0	5,000.0
A16 Norwood Dualling					
Approved Project Costs		61.0	-	-	-
Subject to Approval		320.0	730.0	12,000.0	-
A141 capacity enhancements					
Approved Project Costs		978.0	-	-	-
Subject to Approval		-	650.0	5,000.0	3,000.0
A505 Corridor					
Approved Project Costs		422.0	-	-	-
A605 Oundle Rd Widening - Alwalton-Lynch Wood					
Approved Project Costs		792.5	-	-	-
A1260 Nene Parkway Junction 15					
Approved Project Costs		653.8	-	-	-
Subject to Approval		-	7,754.6	-	-

A1260 Nene Parkway Junction 32-3					
Approved Project Costs		517.0	-	-	-
Subject to Approval		4,030.1	3,500.0	-	-
Coldhams Lane roundabout improvements					
Approved Project Costs		409.1	-	-	-
Subject to Approval		700.0	1,500.0	-	-
Digital Connectivity Infrastructure Programme					
Approved Project Costs		-	-	-	-
Subject to Approval		1,940.0	1,867.5	-	-
Ely Area Capacity Enhancements					
Approved Project Costs		2,163.3	-	-	-
Subject to Approval		4,141.4	-	-	-
Fengate Access Study - Eastern Industries Access - Phase 1					
Approved Project Costs		344.1	-	-	-
Subject to Approval		1,000.0	4,890.0	-	-
Fengate Access Study - Eastern Industries Access - Phase 2					
Approved Project Costs		146.6	-	-	-
Subject to Approval		120.0	700.0	1,280.0	-
Highways Maintenance (with PCC and CCC)					
Approved Project Costs		23,080.0	23,080.0	23,080.0	23,080.0
Lancaster Way					
Approved Project Costs		2,633.2	-	-	-
Subject to Approval		-	-	-	-
M11 Junction 8					
Approved Project Costs		-	-	-	-
March Junction Improvements					
Approved Project Costs		1,736.8	-	-	-
Subject to Approval		2,198.0	1,550.0	-	-
St Neots Masterplan Capital					
Approved Project Costs		-	-	-	-
Subject to Approval		-	-	-	-
Wisbech Access Strategy					
Approved Project Costs		5,494.5	-	-	-
Subject to Approval		930.0	3,000.0	-	-
A605 Stanground - Whittlesea					
Approved Project Costs		1,110.2	-	-	-
Total Delivery and Strategy Capital Projects		81,656.4	81,471.6	51,756.8	37,580.0

University of Peterborough - Business Case/Phase 1					
Approved Project Costs	12,300.0	-	-	-	
University of Peterborough - LGF investment					
Approved Project Costs	12,500.0	-	-	-	
CAM SPV investment					
Approved Project Costs	995.0	-	-	-	
COVID and Capital Growth Grant Scheme					
Approved Project Costs	5,993.3	3,000.0	3,000.0	-	
CRC Construction and Digital Refurbishment					
Approved Project Costs	2,500.0	-	-	-	
COVID micro-grants scheme					
Approved Project Costs	500.0	-	-	-	
Eastern Agritech Initiative					
Approved Project Costs	1,695.8	-	-	-	
Haverhill Epicentre					
Approved Project Costs	1,162.9	-	-	-	
Illumina Accelerator					
Approved Project Costs	1,000.0	2,000.0	-	-	
Imet Phase 3					
Approved Project Costs	-	-	-	-	
In_Collusion (Digital Sector Skills)					
Approved Project Costs	-	-	-	-	
Lancaster Way Phase 2					
Approved Project Costs	-	-	-	-	
Living Cell					
Approved Project Costs	-	-	-	-	
Market Town Master Plan Implementation					
Approved Project Costs	500.0	-	-	-	
Subject to Approval	5,000.0	2,500.0	2,000.0	-	
Revenue Recharge to Growth Funds					
Approved Project Costs	-	-	-	-	
Sci-Tech Container Village (Loan)					
Approved Project Costs	-	-	-	-	
Small Grants Programme					
Approved Project Costs	106.6	-	-	-	
Teraview Cambridge (Loan)					
Approved Project Costs	-	-	-	-	
Ascendal New Technology Accelerator (Equity)					
Approved Project Costs	965.0	-	-	-	
Hauxton House Redevelopment					
Approved Project Costs	215.8	-	-	-	
Hauxton House Redevelopment (Loan)					
Approved Project Costs	-	-	-	-	
NIAB - Agri-Tech Start Up Incubator					
Approved Project Costs	2,442.2	-	-	-	
NIAB - Hasse Fen					
Approved Project Costs	599.9	-	-	-	
St Neots Masterplan Capital					
Approved Project Costs	386.0	-	-	-	
Subject to Approval	3,100.0	-	-	-	
TWI - Innovation Ecosystem (Grant)					
Approved Project Costs	386.0	-	-	-	
The Growth Service Company (Equity)					
Approved Project Costs	5,407.0	-	-	-	
Photocentric					
Approved Project Costs	1,875.0	-	-	-	

March Adult Education					
Approved Project Costs		400.0	-	-	-
AEB Innovation Fund					
Approved Project Costs		323.7	-	-	-
Aerotron Relocation					
Approved Project Costs		847.5	-	-	-
Cambridge Biomedical MO Building					
Approved Project Costs		3,000.0	-	-	-
Endurance Estates					
Approved Project Costs		2,400.0	-	-	-
Metalcraft (Advanced Manufacturing)					
Approved Project Costs		3,160.0	-	-	-
Smart Manufacturing Association					
Approved Project Costs		715.0	-	-	-
South Fen Business Park					
Approved Project Costs		997.0	-	-	-
Start Codon (Equity)					
Approved Project Costs		3,342.3	-	-	-
TTP Incubator					
Approved Project Costs		2,300.0	-	-	-
West Cambs Innovation Park					
Approved Project Costs		3,000.0	-	-	-
Total Business and Skills Capital Projects		80,115.9	7,500.0	5,000.0	-
Wisbech Garden Town					
Approved Project Costs		-	-	-	-
Cambridge City Housing Programme					
Approved Project Costs		21,678.9	7,300.1	-	-
Subject to Approval					
Affordable Housing Grant Programme					
Approved Project Costs		17,999.5	19,236.0	6,759.6	11,714.3
Housing Investment Fund - contracted					
Approved Project Costs		5,677.1	-	-	
Subject to Approval					
Recycled Housing Funds					
Approved Project Costs		3,670.0	7,192.2	1,177.7	
Subject to Approval			-	-	-
Total Housing Capital Projects		49,025.5	33,728.4	7,937.3	11,714.3



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR



THE BUSINESS BOARD

Cambridgeshire and Peterborough Business Board Annual Report 2019-20

The Combined Authority have created a structure within which collective services can be delivered effectively, working in partnership across directorates to enable growth and prosperity, for example Housing Strategy & Local Transport Plan allow us to plan work to unlock constraint that held back economic growth.

2019/20 saw the following achievements:

- Creation of a new Skills Committee ensuring the CPCA could align nationally and locally managed skills provision
- Creation of the Market town Masterplan and the commissioning framework for funding proposals
- Delivery of the Sector Strategy for Digital & Tech, with Advanced Materials & Manufacturing, AgriTech and Life Sciences to follow in 2020/21

The Business & Skills Directorate have further strengthened the following during 2019/20:

- Delivery of business support through the Growth Hub team
- Built capacity to deliver the devolved AEB
- Developed a number of Enterprise Zones that continue to be supported by the Growth Hub Team
- Created a number of apprenticeship schemes and a Skills Brokerage Scheme
- Delivery of the Local Growth Fund, allocating the majority of the funding by January 2020. Whilst the programme has now allocated all of the £146.7million the outcomes and outputs will be achieved in the future for the majority of the projects.

2019/20 was a successful year for the Combined Authority creating stability, drive and capacity to deliver the ambition of ***Cambridgeshire and Peterborough being the leading place in the world to live, learn and work***

Foundation of Productivity	Headline Intervention	Delivery Metrics	
		Outputs	Outcomes
	Adult Education Budget	<ul style="list-style-type: none"> • 75% of courses have a business or economy focus by 2025 • Increased % of AEB investment going into 	<ul style="list-style-type: none"> • Increase number of residents over 16 with a level 3 qualification from 30% in 2011 to 40% by 2031

Foundation of Productivity	Headline Intervention	Delivery Metrics	
		Outputs	Outcomes
People		geographic areas of need by 20% in 2023 <ul style="list-style-type: none"> 2,000 people a year who progress into further training or employment by 2022 5,000 leavers satisfied with their course by 2025 	<ul style="list-style-type: none"> Increase the number of Peterborough residents with a Level 2 qualification from 82% in 2016 to the national average of 85% by 2024 Increase the number of learning aims in Science, Maths, Engineering, Manufacturing, Construction, Health & Social Care from 4,328 in 2016 to 5,000 by 2024 Increase the number of learners gaining employment outcomes from 29 in 2016 to over 200 by 2024
	Peterborough University	<ul style="list-style-type: none"> Increase of higher education provision in Greater Peterborough and the Fens 	<ul style="list-style-type: none"> Contract for build have been procured Contract for HE provider has been secured Joint Venture partners have been agreed
	Skills Talent and Apprenticeship Hub	<ul style="list-style-type: none"> 5,000 Employers engaged through the Skills Talent & Apprenticeship Hub by 2020 & 7,000 Employers engaged by 2024 All 61 Schools and Colleges engaged and fully supported through Brokerage & STA Hub Sector Pilots in all Priority Sectors to support skills demand 100% Schools/Colleges offering IAG to ALL students Increased number of SMEs recruiting Apprentices Number of individuals how have successful outcome as a result of using the Hub – 10,000 by 2024 	<ul style="list-style-type: none"> Increased overall number of Apprentices from 3,940 in 2017/18 to 5,000+ by 2021 Increased number of 16-18 & 19-24 year olds starting on an Apprenticeship (target TBC) Increased number starting on Higher/ Degree Apprenticeships L 4 – L 7 (target TBC) Jobs filled (non- Apprenticeship) through STA Hub/ Partners: <ul style="list-style-type: none"> 50 Employers by 2020 100 Employers by 2021 150 Employers by 2022 200 Employers by 2024
	Mayoral Endowment for Global Growth	<ul style="list-style-type: none"> 3,000 businesses engaged by 2024 1,000 businesses supported with growth coaching becoming global growth champions 	<ul style="list-style-type: none"> 2,600 jobs £50,000 GVA/Head £1.3bn GVA growth

Foundation of Productivity	Headline Intervention	Delivery Metrics	
		Outputs	Outcomes
Business Environment		<ul style="list-style-type: none"> 1,500 businesses supported with growth mentoring through global growth champion alumni 	
	Growth Hub	<ul style="list-style-type: none"> Number of businesses that have received 'light touch' triage, information and/or signposting support (excluding website traffic) - 1,323 Number of individuals [1] that have received 'light touch' triage, information and/or signposting support (excluding website traffic) - 1,021 Total number of unique visitors to Growth Hub website - 11,796 Number of businesses receiving 'medium intensity' information, diagnostic and brokerage support – 475 Combined turnover (amount £) of businesses receiving 'Medium intensity' information, diagnostic and brokerage support - £37,767.80 Combined employee numbers (FTE) of businesses receiving 'Medium intensity' information, diagnostic and brokerage support - 13,800 Number of businesses receiving 'high intensity' support e.g. account management / intensive support directly provided by the Hub or partner organisation – 71 Combined turnover (amount £) of businesses receiving 'High intensity' support i.e. sustained support and using significant Growth Hub resource - £27,137.25 Combined employee numbers (FTE) of businesses receiving 'High intensity' support i.e. sustained support and using significant Growth Hub resource (tbc) Number of businesses receiving 'Medium' and 'High intensity' support that, have the opportunity, ambition and greatest potential to grow (including Scale-Ups) – 49 Total number of individuals who been helped to start a business - n/a Number of businesses referred to a mentoring programme (combined figure for 'Medium' and 'High' intensity interventions only) - n/a Number of businesses referred to a skills or training programme (combined figure for 'Medium' and 'High' intensity interventions only) - n/a Number of businesses referred to a finance and/or funding programme (combined figure for 'Medium' and 'High' intensity interventions only) – 72 Number of businesses referred to an innovation and/or R&D programme (combined figure for 'Medium' and 'High' intensity interventions only) – 56 	

Foundation of Productivity	Headline Intervention	Delivery Metrics	
		Outputs	Outcomes
	Inward Investment Programme	<ul style="list-style-type: none"> 10-15 businesses locating in the CPCA area per annum 	<ul style="list-style-type: none"> Completed 36 Strategic Account Management Visits (Target 40) Hunts - 6, Fenland - 6, Peterborough - 19, East Cams - 4, Cambridge - 1 Growth Projects - 31 These growth projects are all being verified following COVID-19 Growth Projects are forecast to create at least over 1100 jobs, and 210 jobs have already landed
	Enterprise Zone and Peterborough University	<ul style="list-style-type: none"> Increased business space related to growth sectors Increased research space related to growth sectors 	<ul style="list-style-type: none"> LGF has supported the growth in Enterprise Zones: Lancaster way, and Haverhill LGF has supported the development of increased research space; supporting the Milner Institute refit, NIAB start-up space, Ascendal and TTP Incubator
	Innovation Launchpads (at least 4 new centres)	<ul style="list-style-type: none"> 70,000 – 100,000 sqm of new commercial business space 15,000 sqm of new commercial research space 	<ul style="list-style-type: none"> The LGF has allocated funding to 11 organisations who are establishing innovation opportunities across the region, 3 of which are specific launchpads for innovation: TWI, West Cams Innovation Park and Ascendal
	Greater Cambridge Life Sciences Accelerator	<ul style="list-style-type: none"> 30 start-ups taken through accelerator 	<ul style="list-style-type: none"> The LGF has allocated funding to 5 projects focused on life science; Illumina, Medtech Accelerator, Hauxton House, Aracaris and Start Codon
	Eastern Agri-tech Growth Initiative	<ul style="list-style-type: none"> Increased numbers of enquiries and successful applications Jobs created and protected: types of jobs & how they equate to NVQ scale and what are salary levels 	<ul style="list-style-type: none"> 5 applications received, 2 approved. Both were capital projects. Grant awarded £138,191 Private sector leverage of £610,374 Forecast 10 jobs created and upskilled (final figure to be

Foundation of Productivity	Headline Intervention	Delivery Metrics	
		Outputs	Outcomes
		<ul style="list-style-type: none"> For R& D activity; how many patents have been filed/granted For R&D businesses; how many projects have resulted in products/ideas etc brought to market/implemented by the sector or acquired by other organisations; can we put a value to this 	confirmed when projects are completed)



iMET Project Local Growth Fund Recovery

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 25 November 2020

Public report: This report contains appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.

Lead Member: Austen Adams, Chair of the Business Board

From: John T Hill, Director of Business and Skills

Key decision: Yes

Forward Plan ref: KD2020/078

Recommendations: The Combined Authority Board is recommended to:

- a) Approve pursuing clawback of Local Growth Funding (LGF) in relation to the iMET Programme LGF investment, by selling the iMET building on the open market for a cash receipt back into the recycled Local Growth Funding budget, through agreements with Cambridge Regional College and the Landlord Urban and Civic;
- b) Approve the Combined Authority owning and disposing of the iMET building to effect claw-back, if required. It is not the intention of the transaction as currently envisaged that CPCA would take ownership of the iMET Building. If CPCA do take ownership, it would only be for a short period of time before the iMET is transferred to the end purchaser;
- c) Approve a refocussed Grant Funding Agreement between Cambridge Regional College and the Combined Authority and that final sign-off of that agreement, in relation to the iMET equipment being retained and utilised by Cambridge Regional College to continue delivering learner outputs, is delegated to the

Director Business and Skills in consultation with the s73 Officer and the Lead Member for Investment and Finance;

- d) Delegate authority to the Director Business and Skills, in consultation with the Section 73 Officer, the Monitoring Officer and the Lead Member for Investment and Finance, to finalise the form and then sign-off the Surrender or Assignment Option Agreement between Cambridge Regional College and the Combined Authority, once full and final agreement with the landlord has been achieved; and
- e) Delegate authority to the Director Business and Skills in consultation with the Section 73 Officer, Monitoring Officer and the Lead Member for Investment and Finance to finalise Heads of Terms on an agreement with the landlord of the iMET building, which in turn facilitates the final sign-off of the option agreement with Cambridge Regional College.

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 To seek approval of the partial recovery of the Local Growth Fund (LGF) investment of £10,502m in the legacy project design and build of a vocational training centre at Alconbury Weald.
- 1.2 In parallel, the Combined Authority Board is asked to approve a refocusing of the existing legal Grant Funding Agreement to enable the equipment paid for by the LGF grant to continue to be utilised to achieve skills outcomes to benefit of the current and future cohorts of learners.
- 1.3 These proposals were considered at the Business Board meeting on 10 November 2020. Following discussion, the Business Board decided unanimously to recommend these proposals to the Combined Authority Board for approval.
- 1.1 The report to the Business Board can be viewed via the link below:

[Business Board meeting on 10 November 2020 - Item 2.4 refers](#)

2. Considerations

- 2.1 LGF Officers received a formal valuation of the iMET equipment the day after the Business Board meeting held on 10th November 2020. A copy of this valuation is included at Confidential Exempt Appendix G for Board Members information.

3. Appendices

- 3.1 Exempt Appendix A: Options for Reuse or Liquidation of the Asset
- 3.2 Exempt Appendix B: Analysis of risks and implications
- 3.3 Exempt Appendix C: Legal Advice to Combined Authority regards iMET lease

- 3.4 Exempt Appendix D: Process Flowchart mapping agreements proposed
- 3.5 Exempt Appendix E: Heads of Terms Assignment Option Agreement with CRC
- 3.6 Exempt Appendix F: Valuation by Strutt and Parker 8th July 2020
- 3.7 Exempt Appendix G: Valuation of iMET equipment 11th November 2020

4. Background Papers

- 4.1 [Business Board Paper iMET 27 May 2020](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS



Kickstart Scheme

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 November 2020
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director of Business and Skills
Key decision:	Yes
Forward Plan ref:	KD2020/066
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the Business Growth Service to act as a Gateway Organisation to administer the Kickstart Scheme for the Cambridgeshire and Peterborough area; andb) Approve the Business Growth Service as the primary referral partner for any Kickstart requests via the CPCA.
Voting arrangements:	A simple majority of all Members

1. Purpose

- 1.1 The Kickstart Scheme was launched in September 2020 as an intervention to support economic recovery and offer young people the opportunity of gaining valuable work experience via a six month placement.
- 1.2 These proposals were considered at the Business Board meeting on 10 November 2020. Following discussion, the Business Board resolved unanimously to recommend that the Combined Authority Board approve the request for the Business Growth Service to act as a Gateway organisation and CPCA primary referral partner for the Kickstart Scheme.
- 1.3 The recommendations were also considered by the Skills Committee on 9 November 2020. The Skills Committee also endorsed the proposals unanimously.

1.4 The report to the Business Board can be viewed via the link below:

[Business Board meeting 10 November 2020 - Item 3.3 refers](#)

2. Appendices

2.1 None

3. Background Papers

3.1 [Skills Committee 9 November 2020 - Item 2.1 refers](#)

Or from:

72 Market Street
Ely
Cambridgeshire CB7 4LS