



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 19 July 2021

Democratic Services

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

14:30 PM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Virtual Meeting

AGENDA

PRIVATE MEETING

Part 1 - Governance

1.1 Apologies for Absence and Declarations of Interest

1.2 Minutes - 19th May 2021

5 - 24

Part 2 - Funding and Growth Fund

2.1	Budget and Performance Report	25 - 38
2.2	Strategic Funds Management Review July 2021	39 - 62
	Part 3 - Strategy and Policy	
3.1	Covid-19 Impact Assessment Report	63 - 112
3.2	Business Board Annual Report and Delivery Plan 2021	113 - 138
3.3	High Performance Computing Study and Roadmap	139 - 150
3.4	Business Board Performance Assessment Framework and Recruitment Process	151 - 184
3.5	Business Board Nomination to the Greater Cambridge Partnership Joint Assembly	185 - 206
3.6	Business Board Expenses and Allowances Scheme	207 - 222
3.7	Employment and Skills Strategy	223 - 228
3.8	Business and Market Engagement Update	229 - 240
	Part 4 - Future Meetings	
4.1	Business Board Headlines for Combined Authority Board	
4.2	Business Board Forward Plan	241 - 252

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

Membership

The Business Board comprises

Private Sector Members

Member	Sector
Austen Adams (Chairman)	Advanced Manufacturing
Tina Barsby	Agri-Tech
Mark Dorsett	International Business and Advanced Manufacturing
Faye Holland	Communications
Aamir Khalid	Advanced Manufacturing, Research & Development, and Small & Medium-sized Enterprises
Al Kingsley	Digital & Education
Jason Mellad	Life Science
Andy Neely (Vice-Chairman)	Skills & Education
Nitin Patel	Advanced Manufacturing and Small & Medium-sized Enterprises
Rebecca Stephens	Digital & Communications

Co-opted Members

Member	Sector
Mike Herd	Business & Professional Services
Dr Andy Williams	Life Sciences

Public Sector Members

Member	Position	Body
Mayor Dr Nik Johnson	Mayor of Cambridgeshire and Peterborough	Cambridgeshire and Peterborough Combined Authority
Councillor Wayne Fitzgerald	Lead Member for Economic Growth	Cambridgeshire and Peterborough

		Combined Authority
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The Business Board is committed to open government and supports the principle of transparency. With the exception of confidential information, agendas and reports will be published 5 clear working days before the meeting. Unless where indicated, meetings are not open to the public.

For more information about this meeting, please contact Nick Mills at the Cambridgeshire County Council on 01223 699763 or email nicholas.mills@cambridgeshire.gov.uk.

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Business Board: Minutes

Date: 19th May 2021

Time: 9:00am – 11:30am

Present: Austen Adams (Chair), Andy Neely (Vice-Chair), Tina Barsby, Mark Dorsett, Mayor Dr Nik Johnson, Aamir Khalid, Al Kingsley, Jason Mellad, Nitin Patel and Kelly Swingle

1. Apologies for Absence and Declarations of Interest

The Chair welcomed Mayor Dr Nik Johnson to the Business Board following his recent election as Mayor of Cambridgeshire and Peterborough. Invited to address the Business Board, Mayor Dr Nik Johnson emphasised compassion, cooperation and community as being the core thematic focuses of his work. Noting that he had worked in the NHS for over thirty years, he expressed enthusiasm about being able to provide an alternative perspective to the work of the Business Board.

It was noted that following Councillor John Holdich's retirement, a new Lead Member for Economic Growth would be appointed at the Combined Authority Board meeting on 2nd June 2021.

Apologies for absence were received from Faye Holland, Nicki Mawby and Rebecca Stephens. Apologies for lateness were received from Kelly Swingle.

Andy Neely declared a non-statutory disclosable interest in relation to 'Growth Works Management Review – May 2021' (agenda item 2.5), due to his involvement with inward investment in Cambridge. It was confirmed that he would not be required to leave the meeting for the duration of the item.

Austen Adams declared a non-statutory disclosable interest in relation to 'Business Board Nomination to the Greater Cambridge Partnership Executive Board' (agenda item 2.6), as a nominated representative in the report. He confirmed that he would leave the meeting for the duration of the item.

Dr Andy Williams declared a non-statutory disclosable interest in relation to 'Business Board Nomination to the Greater Cambridge Partnership Executive Board' (agenda item 2.6), as a nominated representative in the report. He confirmed that he would leave the meeting for the duration of the item.

Austen Adams declared a non-statutory disclosable interest in relation to 'Nomination of Business Board Representative for the Combined Authority Board' (agenda item 2.11), as a nominated representative in the report. It was confirmed that he would not be required to leave the meeting for the duration of the item.

Andy Neely declared a non-statutory disclosable interest in relation to 'Nomination of Business Board Representative for the Combined Authority Board' (agenda item 2.11), as a nominated representative in the report. It was confirmed that he would not be required to leave the meeting for the duration of the item.

The presence of the Business Board's Section 73 Officer was noted.

2. Minutes of the Meeting Held on 16th March 2021

The minutes of the extraordinary meeting held on 4th March 2021 were approved as a correct record.

The minutes of the meeting held on 16th March 2021 were also approved as a correct record.

While discussing Minute 217 (Business and Market Engagement Update) of the Minutes Action Log, it was noted that Nitin Patel had volunteered to represent the Business Board on the Business and Innovation workstream of the Climate Change Commission.

3. Future Funding Strategy

The Chairman noted that an amended version of the Future Funding Strategy report had been published on 10th May 2021, as following the original publication of the report, the process for selecting the final list of projects to submit to the Ministry of Housing Communities and Local Government as bids from the Combined Authority area for Community Renewal Funding had been changed in order to accommodate all the Leaders of the Combined Authority being consulted on the final decision. The report laid out the proposed processes for selection of bids to the Levelling-Up Fund (LUF), which would be administered by local authorities and the Communities Renewal Fund (CRF), which would be administered by the Combined Authority.

It was noted that while Local Growth Fund (LGF) bids had previously been assessed internally, the competitive nature of the LUF would require a more tactical selection and submission of bids. Following a call for proposals, 6 bids for the LUF had been submitted and were being scored by Peterborough City Council and Fenland Council before being submitted to the Business Board for consideration, after which they would be presented to decision-making panels in each district. CRF bids followed a similar process to the LGF bids, with the Combined Authority acting as the lead authority. Following a call for proposals, 24 bids were being evaluated and scored, after which they would be presented to the Combined Authority Board for approval

While discussing the report, the Business Board:

- Noted that bids from Peterborough and Fenland would be given priority and suggested that bids for other areas in the region could be connected to those two districts to improve their chances of selection. The Director of Business and Skills

confirmed that such considerations were being made with bids in order to maximise the potential level of funding that could be obtained across the whole area.

- Considered the synergy between public health and economic growth, noting the disparities across the area, and questioned whether public health could be incorporated to the growth agenda in a cross-cutting way, with Business Board involvement in the development of Addenbrookes suggested as an example. It was observed that health outcomes were difficult to measure in the short-term, making it hard to provide evidence of impacts, although members argued there was already a disproportionate focus on cure over prevention and that the Business Board could highlight and support preventative measures. Noting that the Cambridgeshire and Peterborough area would be key for piloting schemes that developed technology and innovation in the care sector and NHS, it was agreed to consider how public health could be further integrated into the Business Board's agenda. **Action required**

It was resolved unanimously to:

(a) Recommend the Mayor approve:

- (i) The process for selecting the candidate bids to be submitted to Government for the CRF, based on the Combined Authority's mandate to do so as Lead Authority for bids to the Community Renewal Fund;
- (ii) The process for selecting the candidate regeneration bids to be submitted to the Government for the LUF, on the basis of the voluntary arrangement agreed between the Combined Authority, Peterborough City Council and Fenland District Council; and

(b) Note the intent of the Combined Authority to pursue Lead Authority status for the LUF regeneration bids and its existing status as Lead Authority for transport bids.

4. Manufacturing & Materials Research & Development Centre Project Change Request and Revised Business Plan

The Business Board received a report seeking approval for a change to the business model of the Manufacturing & Materials Research & Development Centre project in Peterborough, along with a number of amendments to the project's Business Plan in order to allow such a change to occur. The Chair noted that a revised version of the Business Plan, Appendix 1 to the report, had been published on 5th May 2021 at the request of a partner local authority. In order to allow the Peterborough R&D Property Company Limited to reclaim VAT on construction costs for a total of close to £3m, it was proposed that the joint venture company itself directly manage the centre rather than through the procurement of a separate commercial operator. Photocentric had agreed to fund any additional cashflow requirements and cover any losses resulting from the operation of the centre, in exchange for a reconfiguration of its initial investment in the project from £3m to £2.2m.

The Director of Business and Skills read out the following statement that had been submitted to the Business Board by Peterborough City Council:

The figures indicated for the cost of lease of the car park, are to provide a baseline position for the purpose of validating the viability of the wider commercial model and business plan. These are based on the best estimate taken from the market, when considering the financial, contractual, and commercial factors effecting the potential price of lease, conditions of lease and potential income from that lease. However, the shareholders of PropCo1 and PropCo2, as the potential purchasers of this lease, accept these figures are estimates based on assumptions and still subject to negotiation.

While discussing the report, the Business Board:

- Established that although Photocentric would hold a significant operating role as the main shareholder partner to the Combined Authority in the Centre, their presence in the building and involvement in its management would not be used as a key selling point for other potential clients.
- Noted the importance of ensuring that the board of directors of the joint venture company benefitted from experience in managing R&D incubators.
- Clarified that there would not be a cap on the level of Photocentric's exposure to future losses by the Centre. The Director of Business and Skills informed members that detailed internal and external analysis of the business plan had calculated a worst case scenario loss of £500k, which meant that the proposed reduction of £800k in initial investment was considered reasonable in order to cover this. The Section 73 Officer clarified that Photocentric were investing in return for shares to cover any cashflow requirement, which would lead to the company owning a greater portion of the asset proportional to their investment, although he suggested that it nonetheless represented an attractive deal for the Combined Authority.
- Confirmed that Photocentric would not pay a reduced rent rate as an anchor tenant, but would instead receive a reduction of approximately 25% against the market rate, along with all other tenants, as intended in the project's business model.
- Observed that there were additional costs to promoting and managing the Centre, as well as supporting the tenant companies, that were outside the cost of the building itself. The Section 73 Officer noted that the wording of the agreement ensured that Photocentric would cover cashflow needs, in recognition of any such additional costs that may arise.

It was resolved unanimously to:

- (a) Recommend that the Mayor approves the project change request at Appendix 3 for the Manufacturing & Materials Research & Development Centre;
- (b) Recommend the Mayor approve the revised Business Plan for the Peterborough R&D Property Company Ltd at Appendix 1;
- (c) Recommend the Mayor delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, the Section 73 and

the Monitoring Officer, to finalise and complete the necessary legal documentation for the Peterborough R&D Property Company Limited; and

- (d) Recommend the Mayor approves the allocation of the balance of the £13.773m Getting Building Fund monies to Phase 2 of the University of Peterborough project and releases the balance of the funding based on the amendment to the Business Plan.

5. Cambridgeshire and Peterborough Priority Sector Strategies

The Business Board received a report which presented sector strategies for three of the four priority sectors that had been outlined in the Cambridgeshire and Peterborough Local Industrial Strategy (LIS), with the fourth due to be presented in July or September 2021. Following their adoption by the Combined Authority Board, an implementation plan would be developed across all the strategies, although it was noted that implementation would be subject to securing future funding streams. The strategies would provide a basis from which funding bids could be developed and submitted, and would also provide a foundation from which any update or replacement to the LIS could be made.

While discussing the report, the Business Board:

- Sought clarification on how the strategies would be taken into account during the decision-making process for the submission of LUF and CRF bids. The Director of Business and Skills noted that the bid process for all the funds had a central focus on local strategies, with submissions required to demonstrate how they aligned with such strategies. It was also noted that the Combined Authority was the Lead Authority for CRF and future Shared Prosperity Fund bids and would therefore be able to take them into consideration throughout the process.
- Acknowledged that the strategies would serve as a reference that all future opportunities could be measured against.
- Established that a complete revision of the digital strategy, in light of the impact of Covid-19, was subject to agreement on funding and was likely to be presented later in 2021. **Action required**
- Confirmed that the strategies would be published on the Combined Authority's website once approved.

It was resolved unanimously to:

- (a) Recommend the Combined Authority Board approves adoption of the Advanced Materials and Manufacturing Sector Strategy;
- (b) Recommend the Combined Authority Board approves adoption of the Life Sciences Sector Strategy;
- (c) Recommend the Combined Authority Board approves the proposed One Page Digital Strategy update, adopts that one-page strategy update as an addendum

to the original strategy, and notes that the whole Digital Sector Strategy will be refreshed and brought back to the Combined Authority Board; and

- (d) Note that the Agri-Tech Sector Strategy will be presented to the Business Board in July 2021.

6. Format of Business Board Meetings

The Business Board was asked to consider and comment on a recommendation made by the Audit and Governance Committee to the Combined Authority Board that Business Board meetings should be held in public, unless determined by the Chair that a meeting should be in private or confidential session.

While discussing the report, the Business Board:

- Expressed concern that discussions on commercially sensitive issues could become less open if held in public, with members reluctant to speak on issues out of a concern that they might be judged unfairly, although it was noted that such matters would be able to be dealt with in a separate, private session, as with other boards and committees.
- Argued that the practice of some other LEPs to hold both public and private meetings was inefficient, time-consuming and detrimental to a fluid process.
- Observed that minutes of the Business Board meetings, as a record of what was discussed and agreed during meetings, were already public documents.
- Suggested that holding meetings in public could expand the Business Board's reach and involve a wider range of people and businesses.
- Clarified that making meetings public would not necessarily need to involve any direct input from members of the public but could simply accommodate their attendance.
- Expressed concern that not agreeing to the Audit and Governance Committee's recommendation could be detrimental to the Business Board's reputation.
- Supported the principle of increased transparency, noting that at the extraordinary meeting on 4th March 2021, the Business Board had agreed to being shadowed by a Lead Member of the Overview and Scrutiny Committee. Some members argued that a presumption that meetings should be held in public was necessary in order to be an open and transparent organisation, and it was agreed to work with the Overview and Scrutiny Committee to explore mechanisms to improve transparency. **Action required**

It was resolved unanimously to:

- (a) Consider and comment on the recommendation from the Audit and Governance Committee, 'that there should be a presumption that meetings of the Business Board are carried out in public (unless otherwise determined by the Chair)'; and;

- (b) Recommend to the Combined Authority that Business Board meetings retain the current format, holding meetings in private with one public annual meeting each year, recognising the need to improve transparency but not at the expense of compromising confidentiality, and to work earnestly with the Overview and Scrutiny Committee to explore mechanisms to improve that.

7. Growth Works Management Review – May 2021

The Business Board received the first iteration of the Growth Works Management Review, which provided an update on the mobilisation phase of the Business Growth Service in the build up to its public launch, which had been rescheduled to 27th May 2021, with internal structures and processes finalised and in place for the execution phase. A monthly executive summary would be published to track the service's progress, although Business Board members and other key stakeholders would be able to access real time information through an online portal. Members' attention was drawn to the four service lines detailed in section 6 of the report, particularly regarding the successful allocation by the service of 99% of £2.043m funding from the LGF, as well as early successes with inward investment. The report also sought the nomination of Business Board members for the Growth Works Investment Evaluation Panel and the Programme Management Committee.

While discussing the report, the Business Board:

- Paid tribute to the influential work of Nitin Patel in championing Small and Medium-sized Enterprises (SMEs) throughout the development of the Growth Works initiative and agreed to nominate him to be a member of the Investment Panel.
- Acknowledged the extensive experience of Mike Herd and agreed to nominate him to be a member of the Programme Management Committee.

It was resolved unanimously to:

- (a) Nominate Nitin Patel to be a voting member of the Growth Works Investment Evaluation Panel;
- (b) Nominate Mike Herd to be a member of the Programme Management Committee; and
- (c) Note the financial and non-financial performance of Growth Works and request any required changes to reporting going forward.

8. Business Board Nomination to the Greater Cambridge Partnership Executive Board

[The Chairman and Andy Williams left the meeting, having made their declarations of interest, and it was agreed that Aamir Khalid would chair the meeting for the duration of the item]

The Business Board received a report seeking the nomination of a Business Board member to be a non-voting, co-opted member of the Greater Cambridge Partnership Executive Board, as well as a substitute for the nominated member.

It was resolved unanimously to:

- (a) Nominate Austen Adams, as the Chair of the Business Board, to be a non-voting co-opted member of the Greater Cambridge Partnership Executive Board;
- (b) Nominate Dr Andy Williams as the Business Board's substitute member of the Greater Cambridge Partnership Executive Board;
- (c) Note that the nominations at (a) and (b) above are subject to approval by the Greater Cambridge Partnership Executive Board;
- (d) Note that the Greater Cambridge Partnership will be asked to consider putting in place an arrangement to allow the substitute member to routinely attend Executive Board meetings in an informal non-voting capacity; and
- (e) Note that a further report will be brought to the Business Board on the issue of Business Board nominations to the Greater Cambridge Partnership Joint Assembly.

[The Chairman returned to the meeting following the decision having been made]

9. Nomination of Business Board Representative for the Combined Authority Board

The Chair informed the Business Board that he had accepted this item as a late report, which was published on 18th May 2021, in order to ensure that a nomination was recommended to the Combined Authority Board in time for a Business Board representative to attend Combined Authority Board meetings once the current representative's term ended. The report recommended that the Chair of the Business Board be nominated as the representative on the Combined Authority Board, in line with the Business Board's constitution, which stated that the Chair would be a voting member of the Combined Authority Board. It was further recommended that the Vice-Chair of the Business Board be nominated as the substitute, as also indicated in the Business Board's constitution.

It was resolved unanimously to:

- (a) Nominate the Chair of the Business Board to be the Business Board Member of the Combined Authority Board for the municipal year 2021/22;
- (b) Nominate the Vice Chair of the Business Board to be the Substitute Member of the Combined Authority Board for the municipal year 2021/22; and
- (c) Recommend the nominations in (a) and (b) above to the Combined Authority.

10. Business Advisory Panel Update

The Business Board received a report outlining a proposed reconfiguration of the membership and terms of reference of the Business Advisory Panel (BAP). The panel's meetings had been suspended at the beginning of the Covid-19 pandemic in February 2020 on the basis that the local Economic Recovery Sub-Group (ERSG) would take on its role. Given the success of the ERSG in connecting the Combined Authority with the business community and other local authorities, it was proposed that the BAP be reconfigured so that its membership and functions aligned with those of the ERSG.

While discussing the report, the Business Board:

- Established that the BAP would elect a new Chairman at its first meeting after reconvening.
- Welcomed the involvement of officers from other local authorities in the BAP.
- Recalled previous concerns that had been expressed by members about the level of engagement and connectivity between the BAP and the Business Board, and suggested that it would be helpful if some members of the Business Board were invited to attend BAP meetings in order to establish a productive and meaningful relationship.
- Suggested that including trade union representatives in the BAP would provide an additional perspective and insight to discussions, while also increasing openness and positivity. Noting their participation in the former Mayoral Forum, Members emphasised that it would be important to establish their level of involvement so as to not disbalance the panel. The Business Board Manager undertook to consider whether the Trade Unions Congress could either itself become involved with the BAP or recommend a representative of trade unions to participate. **Action required**

It was resolved unanimously to:

Approve the proposed changes to the Business Advisory Panel's Terms of Reference, including changes to its membership and functions, as detailed in Appendix 1.

11. Strategic Funding Management Review – May 2021

The Business Board received the Strategic Funding Management Review, which provided an update on the strategic funding programmes and their progress to 21st April 2021, including the full allocation of funding from the LGF programme, the COVID Business Capital Grants scheme and the Eastern Agri-Tech Growth Initiative. Attention was drawn to updates on the iMet project and the Wisbech Access Strategy, both of which had encountered setbacks as detailed in section 4 of the report. An open call for bids to the CRF had received 24 submissions which were being evaluated prior to a final submission of bids on 18th June 2021.

While discussing the report, the Business Board expressed concern about further delays to the Wisbech Access Strategy, noting that it had first been approved in 2016,

and sought clarification on what could be expected in the revised programme and budget that would be presented to the Business Board in July 2021. The Senior Responsible Officer LGF informed members that Cambridgeshire County Council was looking for ways to overcome the delays, including through additional funding from alternative sources to the Business Board. The project had spent around £1.8m of the £6m that had been awarded and it was confirmed that the remaining £4.2m could be clawed back if the Business Board decided not to continue the project.

It was resolved unanimously to:

- (a) Note the update on the UK Community Renewal Fund (CRF) Programme;
and
- (b) Note and recommend all the programme updates outlined in this paper to the Combined Authority Board.

12. Local Enterprise Partnership Review

The Business Board received a report which outlined the potential implications of the Government's Local Enterprise Partnership (LEP) review. Members were informed that as the review needed to establish whether to enhance the BEIS-funded business support function to significantly increase its impacts in recovery and regrowth, the Department for Business, Energy and Industrial Strategy (BEIS) had requested access to the Growth Work's Full Business Case, seeing it as a potential national model to turn a growth hub into a higher impact growth service. It was noted that this would be of particular importance if BEIS began to oversee and support LEPs following the withdrawal of funding from the Ministry of Housing, Communities and Local Government (MHCLG). Attention was also drawn to the possibility of the review concluding that multiple LEPs should merge into single larger LEPs over wider strategic areas, such as in the OxCam arc.

While discussing the report, the Business Board:

- Argued that the achievements of the Business Board since it had been formed were a demonstration of how LEPs could be successful when run differently.
- Acknowledged that changes to funding streams would require wider structural changes to LEPs, although it was suggested that such changes should be approached as an opportunity, rather than a threat.

It was resolved unanimously to:

- (a) Note the Terms of Reference for the Local Enterprise Partnership Review that were cleared by the Minister for Small Business and the Secretary of State for Business, Energy and Industrial Strategy;
- (b) Note the Chief Officer of the Business Board's interpretation of the potential options the Terms of Reference provide for Review outcomes; and

- (c) Note the potential implications of the Local Enterprise Partnership Review on the form and function of the Business Board.

13. Business and Market Engagement Update

The Business Board received a report which provided an update on business and market engagement activities across the Business and Skills directorate. Thought leadership articles written by some Business Board members had been published and well received, while member visits of businesses had also started to take place, further raising the Business Board's profile and demonstrating the impact of its investments. It was suggested that the upcoming peer review of the Business Board would provide an opportunity to highlight the importance of seeking continuous improvement and collaboration with other LEPs. Noting the strong interest in communications from the Growth Works, the Business and Market Engagement Officer undertook to provide members with presentations that would be made at upcoming Growth Works meetings.

Action required

While discussing the report, the Business Board noted the Mayor's appreciation for the Combined Authority's willingness to respond to his focus on compassion, cooperation and community. The Business and Market Engagement Officer agreed to circulate to members a briefing on how this would be achieved. **Action required**

It was resolved unanimously to:

- (a) Note the update on recent Business and Market Engagement activity; and
- (b) Note the forward plan of communications activity for the Business Board.

14. Business Board Headlines for Combined Authority Board

The Business Board noted the headlines that the Chairman would convey at the Combined Authority Board meeting on 30th June 2021.

15. Business Board Forward Plan

Confirming that the next meeting would be held on 19th July 2021, the Business Board noted its Forward Plan.

Chair
19th July 2021

Business Board: Minutes

Date: 9th June 2021

Time: 10:10a.m. – 10.30a.m.

Present: Austen Adams (Chair), Andy Neely (Vice-Chair), Tina Barsby, Mark Dorsett, Councillor Wayne Fitzgerald, Mike Herd, Mayor Dr Nik Johnson, Aamir Khalid, Al Kingsley, Jason Mellad, and Andy Williams

16. Apologies for Absence

The Chair noted that the extraordinary meeting had been convened to be able to consider match funding towards the University of Peterborough (Phase 3) Levelling-Up Fund application before the bid submission deadline of 18th June 2021.

He welcomed Councillor Fitzgerald following his appointment by the Combined Authority Board on 2nd June to be the Lead Member for Economic Growth.

Apologies for absence were received from Faye Holland, Nitin Patel and Rebecca Stephens.

The presence of the Business Board's Section 73 Officer was noted.

17. Declarations of Interest

Councillor Fitzgerald declared a non-statutory disclosable interest in relation to the University of Peterborough Phase 3 Funding, as Peterborough City Council was a partner in the University of Peterborough project.

Andy Neely declared a non-statutory disclosable interest in relation to the University of Peterborough Phase 3 Funding, as the Pro-Vice-Chancellor: Enterprise and Business Relations of the University of Cambridge.

18. University of Peterborough Phase 3 Funding

The Business Board received a report which outlined an application for the University of Peterborough Phase 3 project, which had been selected by the Peterborough City Council panel on 28th May as the preferred project application to be submitted as a bid to the Levelling Up Fund. The project would establish the second teaching building for Anglia Ruskin University Peterborough and would also contain an interactive science museum. It was proposed to invite the Mayor to approve £2m funding from Combined

Authority resources, which would be returned to the Combined Authority from the next £2m of unallocated, growth funds recovered by the Business Board.

It was noted that although the Business Board would not have Recycled Loan Repayment Funds available for four years between 2023 and 2027, it would be expected that a £1m per year income would be received from the Enterprise Zone, and an additional estimated £2.5m would be gained by the planned liquidation of the iMET building. The Director of Business and Skills explained that by adding the second building, the University of Peterborough would become commercially viable, allowing the Business Board to reclaim and recycle the initial £20m which had invested in the first building as a rent subsidy. Members were also advised that John T Hill was both the project applicant and a director of the company for which the investment was being proposed.

While discussing the report, the Business Board:

- Expressed concerns regarding the limited flexibility of the Business Board over the four years period when the Recycled Loan Repayment Funds would not be available. The Director of Business and Skills advised the Board that £5m worth of loan repayments would be received over the next 10 years, which would provide some flexibility, while confirming that all substantial checks were carried out before the loans were granted and therefore the repayments would be relatively secure.
- Established that in the event of the loan payments not being repaid, the risk would lie with the Combined Authority. This would result in the Recycled Growth Funds not paying off the Capital Gain Share Funds and further steps would be set by the Business Board and the Combined Authority together.
- Highlighted the inconsistency in the way this proposal was received, and sought confirmation that this was an exception rather than a precedent. The Director of Business and Skills confirmed that it was an exception and explained that the LUF fund was only available in the region of Fenland and Peterborough, therefore this proposal had been accepted for consideration, despite only being a local call in Peterborough and not part of an open call across the Combined Authority.
- Noted the emerging pattern by the Government where a very descriptive bid was launched with a short timeline for projects to go forward, and argued that the accommodation of these calls for projects would be beneficial within the Local Assurance Framework. The Chair of the Business Board reiterated that on this occasion an exception had been made, and suggested a review of the Local Assurance Framework so that it could accommodate these sort of cycle opportunities without compromising the robust process currently implemented. Action required.
- Suggested that the Phase 3 Project would mitigate the risks involved with Phase 1 and 2 and would provide a break even point for the first phase of the project, increasing the likelihood of the receipt of the Levelling Up Fund Bid, and increasing the viability of the long term project.

It was resolved unanimously to:

- (a) Approve variation of Local Growth Fund decision making processes set out in the Local Assurance Framework, to enable approval of the proposed project;
- (b) Recommend that the Mayor, in consultation with the Combined Authority Board, approve the next £2m of unallocated recycled local growth funds to the University of Peterborough Phase 3 project, subject to that project securing full funding from partners Peterborough City Council via a successful Levelling Up Bid and investment from Anglia Ruskin University and also subject to all conditional requirements identified in the external appraiser's report being met; and
- (c) Invite the Mayor, in consultation with the Combined Authority Board, to approve the allocation of £2m of Combined Authority single pot capital funds, for immediate use on the University of Peterborough Phase 3 project. This is required as the recycled LGF referred to in b) above is not immediately available. This £2million will then be used to repay the single pot capital funds when recycled LGF is received. This decision is subject to the project securing full funding from partners Peterborough City Council via a successful Levelling Up Bid and investment from Anglia Ruskin University and subject to all the conditional requirements identified in the external appraiser's report being met.

Chair
19th July 2021



Business Board Minutes Action Log

This Action Log captures the actions arising from the recent Business Board meetings and updates members of the Board on compliance in delivering the agreed actions. It does not include approved recommendations requiring immediate action (which are recorded on the Decision Log) or delegated decisions (which are recorded separately and held by the Monitoring Officer).

Business Board Meeting Held on 12 th January 2021					
Minute	Report Title	Officer	Action	Comments	Status
197.	Budget and Performance Report	V Ainsworth	Include comprehensive income figures that included contributions from the CPCA in future iterations of the report.	Action complete as of July Report.	Action complete
202.	LEP Partnering Strategy	J T Hill	Organise a workshop session for members to identify what could be gained from the LEP collaboration and how they could contribute.	Postponed, pending potential Government announcement of a further review of LEPs and their future access to funding and role in bidding for funds.	Action Ongoing (Completion target: September 2021)

Business Board Meeting Held on 16th March 2021

210.	Budget and Performance Report	V Ainsworth	<p>Provide Members with an extract of the Medium-Term Financial Plan.</p> <p>Include figures for the year-end and subsequent year in future Budget and Performance reports.</p>	Actions complete as of July Report.	Action complete
212.	Business Growth Service (Growth Works)	<p>A Downton</p> <p>A Downton</p>	<p>Consider reviewing the £150k maximum grant limit following a presentation from Gateley's at the Business Board update meeting on 14th April 2021.</p> <p>Form a working group and sign the relevant NDAs in order to work with officers and Gateley's to assess the investment decision related to the request to increase the maximum grant limit in greater detail.</p>	<p>At present, the applicant is not in a contracting position and potential investors are awaiting an update before further review of the maximum grant limit.</p> <p>An NDA has now been agreed and will be circulated to the four Business Board members who put themselves forward to be part of a wider group to scrutinise the detail before it returns to the Business Board for a final decision.</p>	<p>Action Ongoing</p> <p>Action Ongoing (Completion target: July 2021)</p>
217.	Business and Market Engagement Update	J T Hill	Discuss with the Climate Change Commission whether a role could be established for the Business Board in assessing the business and growth opportunities for energy transition in the region.	A Business Board Workshop was held on 6 th April. This was an initial discussion on the interim Climate Commission report to inform the Business Board response. Subsequent actions include Business Board representation on the Business & Innovation sub-group of the Cambridgeshire &	Action Complete

				Peterborough Independent Commission on Climate, which is contributing to the final report of the Commission.	
Business Board Meeting Held on 19 th May 2021					
3.	Future Funding Strategy	Domenico Cirillo	Consider how public health could be further integrated into the Business Board's agenda.	Public health impacts can be further integrated and assessed as part of the bid evaluation process around future funding streams – details of which are expected by the Autumn 2021 Government Spending Review.	Action ongoing
5.	Cambridgeshire and Peterborough Priority Sector Strategies	Steve Clarke	Conduct a complete review of the digital strategy, in light of the impacts of Covid-19 and present to the Business Board later in 2021.	It is anticipated that this will be brought back to the Board in Autumn 2021.	Action ongoing
6.	Format of Business Board Meetings	Rochelle Tapping	Work with the Overview and Scrutiny Committee to explore mechanisms to improve transparency.	Following the Combined Authority Board decision on 30 June, officers are now establishing the next steps and will update the Board in due course.	Action ongoing
10.	Business Advisory Panel Update	Domenico Cirillo	Consider whether the Trade Unions Congress could either itself become involved with the BAP or recommend a representative of trade unions to participate.	The NFU and TUC union representatives will be invited to attend future BAP meetings. Officers are currently finalising arrangements to restart BAP and to	Action ongoing

				get meetings underway from July 2021.	
13.	Business and Market Engagement Update	Ed Colman	<p>Provide members with presentations that would be made at upcoming Growth Works meetings.</p> <p>Circulate to members a briefing on how the Combined Authority's intended to respond to the Mayor's focus on compassion, cooperation and community.</p>	<p>To be circulated following the next Growth Works meeting.</p> <p>Sent to all members on 20 May 2021.</p>	<p>Action ongoing</p> <p>Action Complete</p>
Extraordinary Business Board Meeting Held on 9 th June 2021					
18.	University of Peterborough Phase 3 Funding	Steve Clarke	To consider a review of the Local Assurance Framework so that it could accommodate recent bid opportunities with a short timeline without compromising the robust process currently implemented	Meeting with member of CPCA Legal Team on 24th June around the possibilities of amending the Assurance Framework. The CPCA legal team are looking at the available options.	Action ongoing



Budget and Performance Report

To: Business Board

Meeting Date: 19 July 2021

Public report: Yes

Lead Member: Chair of the Business Board, Austen Adams

From: Finance Manager, Vanessa Ainsworth

Key decision: No

Recommendations: The Business Board is recommended to:

- a) Note the outturn financial position relating to the revenue and capital funding lines within the Business & Skills Directorate for the 20/21 financial year;
- b) Approve the format for the presentation of revenue, capital and income funding lines within the Business & Skills Directorate for the 21/22 financial year; and
- c) Recommend the Combined Authority Board approve the reprofiling of the Local Growth Fund Programme Costs Budget for 2021-22.

1. Purpose

- 1.1. To provide an update and overview of the revenue and capital funding lines that are within the Business & Skills Directorate to assist the Business Board to enable informed decision making regarding the expenditure of these funds.
- 1.2. Request approval for the reprofiling of the LGF budget to the Combined Authority Board.

2. Background

- 2.1 The Business Board has requested a summary of the revenue and capital funding lines available within the Business & Skills Directorate, to assist in ensuring financial decisions relating to the revenue and capital funding lines under their control are well informed, financially viable, and procedurally robust.
- 2.2 At the August 2020 Combined Authority (CA) Board Meeting, the Board approved a refreshed Medium-Term Financial Plan (MTFP) in relation to the COVID-19 pandemic, including balanced revenue and capital budgets for 2019/20. This report shows the actual expenditure to date and forecast outturn position against those budgets.
- 2.3 The outturn position reflects costs incurred to date as well as accrued expenditure as reported by our delivery partners.
- 2.4 The MTFP for 2021/22 was approved at the CA Board Meeting in January 2021. The June 2021 CA Board Meeting approved proposed carry forwards and capital slippage, updating the 2021-22 Budget. The figures shown in sections 6.1 (Table 5) and 7.1 (Table 6) are the approved January numbers and a revised MTFP will be presented at further meetings.
- 2.5 2020/21 Income Tables are presented in line with previous reports provided to the Business Board.
- 2.6 As requested at the Business Board meeting in March, a revised presentation of the financial data is included for 2021/22. The information includes the current budget lines (same format as previous years), an extract from the MTFP for both revenue and capital, summary figures for the recycled revenue and interest reserve funds, summary figures for the Enterprise Zones reserve fund and an overview of the current Equity Investments.

3. 2020/21 Revenue Budget

- 3.1 The Business Board is requested to note the outturn breakdown of the Business & Skills Directorate 'Business Revenue' income for the period to 31st March, as set out in Table 1 below.

Table 1. Business Board Revenue Income Budgets 2020/21

Business Board Revenue Funding Streams	Mar Budget £'000	Mar Board Approvals & Adjustments £'000	Revised Budget £'000	Actuals to 31st Mar 2021 £'000	Outturn Variance £'000	Requested Carry Forward £'000
Enterprise Zone Receipts	(605.3)	-	(605.3)	(558.7)	46.6	-
Growth Hub Grants	(672.1)	-	(672.1)	(681.9)	(9.8)	-
LEP Core Funding	(500.0)	-	(500.0)	(500.0)	-	-
Recycled Growth Funds Interest	(124.0)	-	(124.0)	(146.8)	(22.8)	-
Peer Network Funding	(210.0)	-	(210.0)	(164.1)	45.9	-
Total Business Board Revenue Income	(2,111.4)	-	(2,111.4)	(2,051.5)	59.9	-

3.2 The outturn position as set out in the table above shows three variances above £10k:

- Enterprise Zone Receipts – the budget originally included 19-20 income which was updated to be shown in the prior year.
- Recycled Growth Funds Interest – additional interest was received during the year due to reprofiling of some loans.
- Peer Network Funding – this grant is claimed in arrears based on actual spend. The budget was for the total amount of the grant that it was possible to claim and the actual spend in the year, and therefore grant income was below the maximum.

3.3 The Business Board is requested to note the outturn breakdown of the Business & Skills Directorate 'Business Revenue' expenditure for the period to 31st March 2021, as set out in Table 2 below.

Table 2. Business Board Revenue Expenditure Budgets 2020/21

Business Board Revenue Expenditure	Mar Budget £'000	Mar Board Approvals & Adjustments £'000	Revised Budget £'000	Actuals to 31st Mar 2021 £'000	Outturn Variance £'000	Requested Carry Forward £'000
EU Exit Funding	267.6	(12.0)	255.6	267.6	12.0	-
EZ Funded Growth Company Contribution	230.0	(230.0)	-	-	-	-
Growth Co Services	-	501.7	501.7	-	(501.7)	501.7
Growth Hub	517.0	(96.2)	420.8	519.6	98.8	-
Integrated Insight Evaluation Programme	189.0	-	189.0	181.5	(7.5)	7.5
LGF Programme Costs	400.0	-	400.0	558.8	158.8	(158.8)
LIS Implementation	176.3	(50.0)	126.3	126.3	-	-
Market Towns Strategy Implementation	222.9	-	222.9	201.8	(21.1)	20.9
Marketing & Promotion of Services	95.0	(40.0)	55.0	47.2	(7.8)	7.8
Peer Networks	210.0	-	210.0	163.4	(46.6)	-
St Neots Masterplan	254.1	-	254.1	117.7	(136.4)	136.4
Strengthening LEP's	188.0	-	188.0	188.0	-	-
Trade and Investment Programme	100.0	-	100.0	67.5	(32.5)	32.5
Total Skills Revenue Expenditure	2,849.9	73.5	2,923.4	2,439.3	(484.1)	548.0

3.4 The outturn position set out in the table above, shows a reduction in expected costs for the year of £17.6k compared to the budget. 'Actual' figures are based on payments made and accrued expenditure where known.

3.5 The changes to the budget shown in the third column in table 2 are all virements from individual service lines to create the new Growth Co Services budget as per the revised Growth Co business plan approved by the Business Board and Combined Authority Board at their 16th March 2021 meeting. The balance of £73.5k is due to budgets from the Skills committee portfolio also being vired into the Growth Co Services line.

Variances over £10k between the revenue outturn position and the annual budget are set out below:

- a. EU Exit Funding and Growth Hub budgets – The variances on these budgets are due to costs which should have been on the “Growth Co Services” line being incorrectly coded. These will be rectified in the 21-22 budget and will net out roughly 20% of the underspend on that line.
- b. Growth Co Services – this budget line was created at the end of the year as explained above. These payments were delayed due to contracts/SLA’s not being completed before year end thus the corresponding payments will now fall into 2021-22.
- c. LGF - As per previous reports, the LGF Programme costs ran over budget due to changes in staffing levels, increased legal costs, additional appraisal costs for the COVID-19 Grant Scheme and other additional monitoring and appraisal processes. This budget is discussed further in item 7 of this paper.
- d. Marketing & Promotion of Services – The £7.5k underspend relates to marketing campaigns that had begun but not yet completed, and these sums will be paid out in the first three months of the new financial year.
- e. Peer Networks – the budget was matched to the total value of the grant offer. As this was not fully taken up in year there will be a matching underspend on the grant and underachievement of grant income creating a net-nil impact.
- f. St. Neots Masterplan – as per previous reports, the original project this was supporting has been withdrawn and alternative interventions have now been agreed. As such this budget will now support the revised capital project during 2021/22.
- g. Trade & Investment Programme – as reported at the Business Board meeting in March 2021, this programme achieved a cost saving against a budget line. This has been utilised for an alternative project, with the costs expected to be invoiced in June 2021.

3.6 A breakdown of the Business and Skills Directorate Revenue Income and Expenditure for funding lines under direct control of the Skills Committee for the period to 31st March, is set out in the Budget & Performance Report presented to the Skills Committee on 14th June.

4. 2020/21 Income & Expenditure Overview

4.1 As requested at a previous Business Board meeting, the table below shows the source of income matched to the actual expenditure for revenue budgets in 2020/21.

	Spend	Specific Grant	Reserve	CPCA Single Pot	Notes
EU Exit Funding	267.6	(267.6)			BEIS Grant in 19/20 & 20/21
Growth Hub	519.6	(519.6)			BEIS Grant in 20/21
Integrated Insight Evaluation Programme	181.5			(181.5)	
LGF Programme Costs	558.8		(558.8)		LGF Top Slice Reserve
LIS Implementation	126.3			(126.3)	
Market Towns Strategy Implementation	201.8			(201.8)	
Marketing & Promotion of Services	47.2			(47.2)	
Peer Networks	163.4	(163.4)			BEIS Grant in 20/21
St Neots Masterplan	117.7			(117.7)	
Strengthening LEP's	188.0	(188.0)			BEIS Grant in 19/20
Trade and Investment Programme	67.5			(67.5)	
Totals	2,439.3	(1,138.6)	(558.8)	(741.9)	-

4.2 The Combined Authority receives £750k p.a. (£500k LEP Core funding grant and £250k EZ receipts) as the Business Board's accountable body. This funding is included within the CPCA's single pot allocated via the MTFP. While it appears the CPCA make a 'profit' from this table, it does not include corporate costs, such as Business Board Member remuneration and secretariat support (Chief Officer, S73 Officer, legal services, democratic services, etc).

5. 2020/21 Capital Budget

5.1 The Business Board is requested to note the outturn breakdown for the Business & Skills 'Business Capital' income for the period to 31st March, as set out in Table 3 below.

Table 3. Business Board Capital Income Budgets 2020/21

	Mar Budget £'000	Mar Board Approvals & Adjustments £'000	Revised Budget £'000	Actuals to 31st Mar 2021 £'000	Outturn Variance £'000	Requested Carry Forward £'000
Business Board Capital Funding Streams						
Local Growth Fund	(35,737.6)	-	(35,737.6)	(35,737.6)	-	-
Getting Building Fund	(7,300.0)	-	(7,300.0)	(7,300.0)	-	-
Recycled Growth Funds Capital	(169.1)	-	(169.1)	(175.6)	(6.5)	-
Total Business Board Capital Income	(43,206.7)	-	(43,206.7)	(43,213.2)	(6.5)	-

5.2 The Forecast Outturn as set out in the table above shows only an immaterial variation from the expected income which is due to a small amount of additional capital from reprofiled loan repayments.

5.3 A breakdown for the Business & Skills Directorate 'Business Capital' expenditure for the period to 31st March 2021, is set out in Table 4 below.

Table 4. Business Board Capital Expenditure Budgets 2020/21

	Mar Budget £'000	Mar Board Approvals & Adjustments £'000	Revised Budget £'000	Actuals to 31st Mar 2021 £'000	Outturn Variance £'000	Requested Carry Forward £'000
Business Board Capital Programmes						
COVID-19 Micro Grants	500.0	-	500.0	490.1	(9.9)	-
LGF Projects	66,668.5	-	66,668.5	55,703.5	(10,965.0)	10,965.0
Market Town Master Plan Implementation	500.0	(500.0)	-	-	-	-
Peterborough University - Phase 2	7,300.0	-	7,300.0	-	(7,300.0)	7,300.0
St Neots Masterplan	386.0	(386.0)	-	-	-	-
Total Skills Capital Expenditure	75,354.5	(886.0)	74,468.5	56,193.6	(18,274.9)	18,265.0

- 5.4 The Forecast Outturn, as set out in Table 5, shows a decrease in expected costs for the year of £18.3m compared to the budget. 'Actual' figures are based on payments made and accrued expenditure.
- 5.5 Material variances between the capital outturn position and the annual budget are set out below:
- LGF – several projects have received approval to continue spend into early 2021/22 as per the flexibilities afforded within the programme. This is reported in more detail in item 2.2 of this meeting.
 - Market Town Masterplans have been approved at recent CA Board meetings with some more being presented in June. Whilst these plans are currently active, capital expenditure has been reprofiled across the individual projects into 2021/22.
 - Peterborough University Phase 2 – The spend on this project is incurred when the Shareholders agreement is signed and the shares are subscribed for. This was originally profiled for March 2021 but was delayed. The Shareholders agreement has now been signed.
 - As referred to in 3.5 f, the St. Neots Masterplan has undergone changes, and the first set of projects in a revised capital programme have been approved by the CA Board for delivery in 2021/22.
- 5.6 A breakdown of the Business and Skills Directorate Capital Income and Expenditure for funding lines under direct control of the Skills Committee for the period to 31st March, is set out in the Budget & Performance Report presented to the Skills Committee on 14th June.

6. 2021/22 Revenue Budget

- 6.1 A breakdown of the Business & Skills Directorate 'Business Revenue' expenditure for the period to 31st March 2022, is set out in Table 5 below.

Business Board Revenue Expenditure	January Approved 21-22 Budget £'000	Requested Carry Forward (TBC) £'000	June Budget (TBC) £'000	Actuals to 31st May 21 £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000
Business Growth Service	2,630.0	501.7	3,131.7	-	3,131.7	-
Economic Rapid Response	150.0	-	150.0	20.5	150.0	-
Enterprise Zone Investment	50.0	-	50.0	-	50.0	-
Insight & Evaluation Programme	75.0	7.5	82.5	-	82.5	-
Local Growth Fund Costs	530.0	(158.8)	371.2	-	371.2	-
Market Towns & Cities Strategies	100.0	20.9	120.9	2.1	28.1	92.8
Marketing & Promotion of Services	90.0	7.8	97.8	10.2	94.1	3.7
Shared Prosperity Fund Evidence Base & Pilot Fund	100.0	-	100.0	-	100.0	-
St. Neots Masterplan	83.0	136.4	219.4	-	219.4	-
Trade & Investment Programme	-	32.5	32.5	-	32.5	-
Visitor Economy & R&R Grants	-	7.6	7.6	7.3	7.3	0.3
Total Skills Revenue Expenditure	3,808.0	555.6	4,363.6	40.2	4,266.8	96.8

- 6.2 The table shows the CA Board approved budget as of January 2021. The requested carry forward figures were approved by the CA Board on 30th June. Any other budget amendments agreed at CA Board meetings will also be included in the June Adjust column which will be presented at future Business Board meetings. These figures will include new grants/budgets and any changes to budget lines as they arise.
- 6.3 Variances between the forecast revenue outturn position and the annual budget are set out below; as carry forwards were only confirmed at the end of June there is an ongoing review and updated forecasts will be provided at the next meeting.
- a. Market Towns & Cities Strategies does not yet have a full budget forecast as it is being developed in line with requirements to suit CRF projects and the current Market Town Masterplans. It is envisaged a number of projects will be developed within the next few months allowing for an accurate forecast to be presented.
- 6.4 As requested at a previous Business Board meeting, the approved MTFP has been included to enable the Business Board to understand the current and future approved expenditure. This extract includes all budgets within the Business & Skills Directorate, so therefore covers both Skills Committee and Business Board budgets. This table does not include the requested carry forwards approved at CA Board which are detailed above but these will be included in the next Business Board report.

	2021/22 Budget and MTFP			
	2021/22	2022/23	2023/24	2024/25
	£000's	£000's	£000's	£000's
Business & Skills				
AEB Devolution Programme	10,449	10,449	10,449	10,449
AEB Innovation Fund - Revenue	500	500	500	500
AEB Programme Costs	367	367	367	367
Business Rebound & Growth Service	2,630	3,639	2,785	-
Careers and Enterprise Company (CEC)	50	50	25	-
Economic Rapid Response	150	150	200	200
Enterprise Zone Investment	50	-	-	
Growth Hub	-	-	123	246
Health and Care Sector Work Academy	232	-	-	
High Value Courses	88	-	-	-
Insight & Evaluation Programme	75	75	75	75
Local Growth Fund Costs	530	429	-	-
Market Towns & Cities Strategies	100	-	-	-
Marketing and Promotion of Services	90	90	90	90
Sector Based Work Academies	86	-	-	-
Shared Prosperity Fund Evidence Base & Pilot Fund	100	-	-	-
Skills Advisory Panel (SAP) (DfE)	75	-	-	
Skills Rapid Response	100	100	150	150
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
Net Revenue Cost Subject to Approval	-	-	-	-

7. 2021/22 Capital Budget

- 7.1 A breakdown of the Business & Skills Directorate 'Business Capital' expenditure for the period to 31st March 2022, is set out in Table 6 below.

Table 6. Business Board Capital Expenditure Budgets 2021/22

Business Board Capital Expenditure	January Approved 21-22 Budget £'000	Requested Carry Forward (TBC) £'000	June Budget (TBC) £'000	Actuals to 31st May 21 £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000
Business Growth Service (Grants)	3,000.0	-	3,000.0	-	3,000.0	-
LGF Projects	-	10,965.0	10,965.0	92.0	10,965.0	-
GBF - UoP Phase 2	14,600.0	-	14,600.0	-	14,600.0	-
Illumina Accelerator	1,000.0	-	1,000.0	-	1,000.0	-
Market Towns: Chatteris	228.0	-	228.0	-	228.0	-
Market Towns: Ely	656.0	-	656.0	-	656.0	-
Market Towns: Huntingdon	578.0	-	578.0	-	578.0	-
Market Towns: Littleport	-	-	-	-	-	-
Market Towns: March	1,000.0	-	1,000.0	-	1,000.0	-
Market Towns: Ramsey	1,000.0	-	1,000.0	-	1,000.0	-
Market Towns: Soham	600.0	-	600.0	-	600.0	-
Market Towns: St. Ives	620.0	-	620.0	-	620.0	-
Market Towns: St. Neots	1,000.0	-	1,000.0	-	1,000.0	-
Market Towns: Whittlesey	1,000.0	-	1,000.0	-	1,000.0	-
Market Towns: Wisbech	701.0	-	701.0	-	701.0	-
Grand Total	25,983.0	10,965.0	36,948.0	92.0	36,948.0	-

- 7.2 The table shows the CA Board approved budget as of January 2021. The requested carry forward was approved by the CA Board on 30th June. These figures include new grants/budgets and any changes to budget lines.
- 7.3 There are a number of elements to draw the Business Board's attention to:
- Business Growth Service Grants will be awarded across the year as required. The service delivery provider has been concentrating on the initial tranche of grants awarded late last financial year and once these are complete, they will begin working on the other grant profiles.
 - The remaining LGF Projects are on course to complete their spend by August as per the revised grant agreements.
 - The investment for the Getting Building Fund – The Shareholders agreement was signed in June, but the Business Board paper deadlines mean that the spend is not shown in the current figures – this line will be shown as fully spent in the next report.
 - Market Town Masterplans have been split into individual projects with current approved budgets shown and forecast outturn to match. There are several Subject to Approval budgets spread across these projects and these will be presented to the CA Board for approval as they are brought forward by the individual towns. The updated budgets will be presented at future Business Board meetings as they are approved by the CA Board.
- 7.4 As requested at a previous Business Board meeting, the approved MTFP has been included to enable the Business Board to understand the current and future approved expenditure. This table does not include the requested carry forwards approved at the CA Board in June 2021 as detailed above, they will be presented in the next Business Board report.

	2021/22 Budget and MTFP			
	2021/22	2022/23	2023/24	2024/25
	£,000	£,000	£,000	£,000
Business Rebound & Growth Service - Capital Grant and Equity Fund				
Approved Project Costs	3,000	3,000	3,000	-
Getting Building Fund - University of Peterborough Phase 2				
Subject to Approval	14,600	-	-	-
Illumina Accelerator				
Approved Project Costs	1,000	1,000	-	-
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	-

8. Business Board Summary Funding Overview

8.1 The Business Board is asked to approve the presentation of the strategic funds available to it as presented within this section. A summary of the Business Board 'Recycled Capital & Revenue' funds for the next ten years, is set out in Table 7 below.

Table 7. Recycled Capital & Revenue Funds												
Recycled Capital	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-9,188,924	-10,848,755	-10,491,484	-8,921,412	-2,953,800	-191,900	0	0	0	0	-25,479	-209,479
Forecast Expenditure	1,340,170	382,271	1,747,452	6,914,182	3,950,000	750,000	554,664	184,000	184,000	158,521	0	0
Forecast Income	-3,000,000	-25,000	-177,380	-946,570	-1,188,100	-558,100	-554,664	-184,000	-184,000	-184,000	-184,000	-2,024,000
Closing Balance	-10,848,755	-10,491,484	-8,921,412	-2,953,800	-191,900	0	0	0	0	-25,479	-209,479	-2,233,479
Recycled Revenue	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	0	0	-3,300	-159,947	0	0	0	0	0	0	-62,951	-120,645
Forecast Expenditure	0	0	0	605,493	240,219	120,350	90,568	72,678	67,757	0	0	0
Forecast Income	0	-3,300	-156,646	-445,547	-240,219	-120,350	-90,568	-72,678	-67,757	-62,951	-57,694	-321,371
Closing Balance	0	-3,300	-159,947	0	0	0	0	0	0	-62,951	-120,645	-442,016
Combined	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-9,188,924	-10,848,755	-10,494,785	-9,081,359	-2,953,800	-191,900	0	0	0	0	-88,430	-330,124
Forecast Expenditure	1,340,170	382,271	1,747,452	7,519,675	4,190,219	870,350	645,233	256,678	251,757	158,521	0	0
Forecast Income	-3,000,000	-28,300	-334,026	-1,392,117	-1,428,319	-678,450	-645,233	-256,678	-251,757	-246,951	-241,694	-2,345,371
Closing Balance	-10,848,755	-10,494,785	-9,081,359	-2,953,800	-191,900	0	0	0	0	-88,430	-330,124	-2,675,495

8.2 This table was provided to the Extraordinary Business Board meeting in June, where a proposal was approved for the University of Peterborough Phase 3 Levelling Up Fund (LUF) bid. The award was subject to a successful LUF bid to Government; should the bid fail the associated expenditure will be removed from the forecast

8.3 The sale of the iMet building has not been included in this table as the value and timing are still uncertain. The sale has been estimated to net £2m and could potentially be received this financial year.

8.4 A summary of the Business Board 'Enterprise Zones' Reserve Fund for the next ten years, is set out in Table 8 below. The table includes 3 items below the "total expenditure" line, these are the subject of other papers at this meeting so are not yet approved and have

been included here so the Business Board can see their impact on the overall reserve position without replicating the table in each report.

Table 8. Business Board Enterprise Zones Reserve Fund Summary

	2019/20	2020/21	2021/22	2022/23	2023/24	202/25	2025/26	2026/27	2027/28	Totals
TOTAL CPCA EZ NNDR INCOME	£235,792	£548,649	£860,673	£972,176	£1,008,968	£1,008,968	£1,008,968	£1,008,968	£1,008,968	£2,617,290
Total Expenditure	-£279,354	-£363,290	-£690,477	-£691,786	-£832,786	-£414,786	-£414,786	-£414,786	-£414,786	-£4,237,483
High Performance Computing Study & Roadmap			-£46,000							
Business Board Effectiveness Review			-£35,000							
Business Board Annual Report			-£15,000							
Annual surplus (deficit)	£0	£185,358	£74,196	£280,390	£176,182	£594,182	£594,182	£594,182	£594,182	£3,092,855
CUMULATIVE BALANCE	£0	£185,358	£259,555	£539,945	£716,127	£1,310,309	£1,904,491	£2,498,673	£3,092,855	£1,472,661

- 8.5 Income for the Enterprise Zones is for a 25-year period through to 2041/42 and should be viewed as long term. The Business Board is currently entering into the third year of revenue of this programme with payments being made by local councils one year in arrears.
- 8.6 Work is ongoing with the local councils regarding the potential growth and occupancy of the zones. To this end, income is based upon their view up to 23/24, with income being flatlined at this rate for a further five years. No income is forecast past this date due to the inaccuracy of data it would provide. It is anticipated that income will rise in this period, but the councils are currently not forecasting this far into the future.
- 8.7 Expenditure is based upon the contribution to DfT for the A14 (in the region of £100k), an annual flat fee contribution of £250k to the Business Board's running costs, three years of contribution to the Growth Service, 25% of Business Board members remuneration & expenses and the cost of the staffing resource referred to in item 11 of this paper.
- 8.8 75% of Business Board remuneration is funded from the LGF Top-Slice budget for 2021/22 and 2022/23. This funding will cease at the end of March 2023 however, as the LEP review has not yet reported back, the future needs and costs of the Business Board are unknown. Once the LEP review has been published the future costs and funding will be brought back to the Business Board.
- 8.9 Table 9 below, provides an overview of the Business Board Equity Investments. The 'Value at 31.03.2021' is the share of the value of the company attributable to the funds invested by the Business Board.

Table 9. Business Board Equity Investments

Project Name	Year of Investment	Original Investment	Value at 31.03.2021	Variance to Investment
Ascendal	2021	£ 965,000	£ 689,426	-£ 275,574
CAM Promoter Body	2021	£ 995,000	£ 346,500	-£ 648,500
Growth Co	2021	£ 5,407,000	£ 3,426,000	-£ 1,981,000
Meditech Accelerator	2016/17	£ 500,000	£ 75,307	-£ 424,693
Smart Manufacturing Association	2021	£ 715,000	£ 669,582	-£ 45,418
Start Codon	2020/21	£ 1,116,680	£ 300,700	-£ 815,980
UoP Phase 1	2021	£ 12,500,000	£ 12,500,000	£ -
Totals		£ 22,198,680	£ 18,007,515	-£ 4,191,165

- 8.10 These funds should be viewed as long-term equity investments and not considered available for use in the short term. The value of the investments is updated annually at year end and will therefore only be brought back to the Business Board for presentation by exception in the twelve-month period.

- 8.11 These figures are based on information supplied by the companies as of 31st March 2021 and are subject to market fluctuations.

9. Local Growth Fund Programme Costs/Top-Slice

- 9.1 The Local Growth Fund (LGF) Programme has been in existence since the 2015/16 financial year and the award over the six years was for £146.7m in total. As per agreement with BEIS, we have been able to top-slice the fund to cover the costs of administering the programme. The total amount top-sliced was £3.9m and this not only covers the 6 years the programme actively ran (15/16 – 20/21), but also the two years (21/22 & 22/23) following to allow for monitoring and reporting.
- 9.2 In early 20/21 it became apparent that plans were not in place to utilise the entirety of the topslice so a review of the support costs to be funded by the topslice was undertaken with the LGF Programme Manager.
- 9.3 The overspend of £158.8k in 20/21 will result in a negative carry forward for 21/22, thereby causing a reduction in the budget for 21/22. To meet the needs identified in the Programme Manager's review the Business Board are invited to recommend the Combined Authority Board approved the revised profile of LGF topslice spend increasing the budget to £560k in 2021-22 with the balance (£558k) in 2022-23.
- 9.4 This revised profile will fully utilise the balance of the LGF Top Slice Reserve Fund, of £1,118,385 as at the start of 2021-22.
- 9.5 As the budget has not been approved costs have not been committed to, but the increased budget will allow for costs including staffing and associated expenses, 75% of Business Board member remuneration and expenses, Advanced Manufacturing Strategy, evaluation and monitoring, legal advice, case studies and learnings and the end of programme report.

Significant Implications

10. Financial Implications

- 10.1 There are no financial implications other than those included in the main body of the report, the table below presents a summary of the proposed decisions on the MTFP.

Financial change summary (£'000)			2021-22	2022-23	2023-24	2024-25
Current MTFP	Local Growth Funds Costs	Approved	371	429	-	-
		STA	-	-	-	-
Change Requested	Local Growth Funds Costs	Approved	189	129	-	-
		STA	-	-	-	-
Revised MTFP	Local Growth Funds Costs	Approved	560	558	-	-
		STA	-	-	-	-

11. Legal Implications

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

12. Other Significant Implications

- 12.1 There are no significant implications

13. Background Papers

- 13.1 [Budget and Performance Report – Skills Committee \(14th June 2021\)](#)

Strategic Funds Management Review July 2021

To:	Business Board
Meeting Date:	19 July 2021
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director Business and Skills
Key decision:	No (Key Decision for Combined Authority Board on 28 th July 2021)
Forward Plan ref:	2021/041
Recommendations:	<p>The Business Board is asked to</p> <ul style="list-style-type: none">a) Approve or reject the Project Change Request for the Wisbech Access Strategy Project and recommend that decision to the Combined Authority Board; andb) Note and recommend all other programme updates outlined in this paper to the Combined Authority Board.

1. Purpose

- 1.1 This report provides the Board with an update on the strategic funding programmes that it is responsible for, this report covers progress to 21st June 2021. This includes the following:
- (a) Monitoring and spending performance of allocated funds
 - (b) Individual Project updates by exception including funding repatriation.
 - (c) UK Community Renewal Fund (CRF) update and Lessons Learned
 - (d) Future Funding and pipeline preparation
- 1.2 It also presents a project change request received from Cambridgeshire County Council in relation to the Wisbech Access Strategy project for the Board's consideration.

2. Background

- 2.1 The Local Growth Fund (LGF) £146.7m programme was closed and all spent by 31 March 2021 but programme outcomes are still being delivered beyond 2021. Local Growth Funds provided Grants, Loans or other forms of funding such as Equity Capital Investment.
- 2.2 The £14.6m Getting Building Funding (GBF) was awarded to the Cambridgeshire and Peterborough Combined Authority in July 2020 to be spent by end of March 2022 and projects delivered to completion during 2022.
- 2.3 The UK Community Renewal Fund is a new funding programme announced in March 2021 and in its role as the Lead Authority for the Cambridgeshire and Peterborough area on this fund submitted 7 applications to the value of £6.6m to MHCLG by the deadline of 18 June 2021.
- 2.4 The Levelling Up Fund round 1 deadline was on 18 June 2021 and the only application made from the Combined Authority area was the ARU Peterborough application for a Living Lab and University Cultural Quarter project within MP Paul Bristow constituency. This application was developed collaboratively between ARU, Peterborough City Council and the Combined Authority, and it was submitted from PCC as they are the Lead Authority for the Constituencies that cover Peterborough. All other constituencies in the Combined Authority area, which includes Fenland, have led off to develop the bids further, ready for round 2 submission. This is also same position for Transport application from the Combined Authority waiting until round 2.
- 2.5 The launch of the UK Shared Prosperity Fund (UKSPF) will be announced by the Government as part of the Comprehensive Spending Review in Autumn 2021, and the Combined Authority may be selected by the Government as the Lead Authority to manage the UKSPF in the region. The Strategic Funds Team are planning to further develop the potential pipeline of projects that could form strong applications to this fund when the Government calls for shortlisted applications.

3. Programme Spend

- 3.1 The £146.7m Local Growth Fund programme closed on 31 March 2021 with all funding awarded to a portfolio of 51 projects including the grant schemes and included the allocated Combined Authority fund management costs. The balance of £14,586,494 unspent LGF was capital swapped on 31 March 2021 using Combined Authority freedoms and flexibilities, so the programme reported full spend to the Government. This capital swapped balance continues to be paid out to live LGF projects still in delivery with total spend on the LGF programme totalling £134,325,684 as at 21 June 2021
- 3.2 The £14.6m GBF is fully awarded and the shareholder agreement for the joint venture company was signed with the Joint Venture investment partner on 10th June 2021, meaning £13,773,000 is now out-turned as spent to the project. The £827,000 grant to PCC for provision of a car park infrastructure to support this project, the grant funding agreement is still being finalised and is expected to be signed off during the summer.
- 3.3 The Business Board awarded a further £2m from its future recycled funding budget – this award is conditional on securing a full funding package from the LUF and partners first. This award will not be drawn until later stages of the project and the other funds spent first.

4. Programme Monitoring

- 4.1 The Monitoring of all live projects in delivery is conducted by the Strategic Funds team on a monthly and quarterly basis. The Business Board is asked to note the latest updated Monitoring report at Appendix 1 for all projects, both completed and live.
- 4.2 The most recent monitoring update gathering exercise by the Strategic Funds Team in June shows that there have been 3491.5 actual jobs created reported from all projects.
- 4.3 Full Evaluation of the Eastern Agri-tech Growth Initiative, the £2.03m Growth Works Capital Grant scheme and the Covid Capital Grant scheme will be commissioned and undertaken in the final half of the financial year 2021-22.

5. Project Updates by exception – Wisbech Access Strategy

- 5.1 The Wisbech Access Strategy project was awarded £10.5m of LGF on the 26 November 2018. On 27 July 2020, the Business Board approved a change request due to escalating cost projections, to reduce the scope of the project from 5 junctions down to 3, which could still be delivered within the £10.5m budget. This change request also reduced the LGF allocation from £10.5m to £6m, with the balance of required funding being identified from other sources by the project sponsor.
- 5.2 The project was due to complete delivery of the revised 3 junctions by 31 March 2021, but the project failed to meet the deadline and the balance of the remaining unspent LGF was capital swapped using freedoms and flexibilities at the end of 31 March 2021.
- 5.3 Since the last Business Board meeting, the Wisbech Access Strategy Project lead, Cambridgeshire County Council, has provided Combined Authority officers with a Project Change Request for the Business Board to consider, attached to this report at appendix 2.

- 5.4 Cambridgeshire County Council has also provided officers with their options analysis as background to their change request, which used the new budget estimate from their appointed contractor on the first junction to model and extrapolate predicted costs for doing the other two junctions, plus permutations of the 3 junctions.
- 5.5 The project now has significant cost increases to achieve the delivery of outcomes agreed in the last Project Change Request taken to the Business Board, namely the completion of 3 junctions. The additional funding now required to deliver the agreed 3 junctions is an additional £9m on top of the previously reported £10.5m total cost, of which £6m is LGF. The increase relates to the changes from the November 2019 project design (when the original Preliminary Design Budget estimate was produced) to the new June 2021 Detailed Design budget estimate.
- 5.6 Officers have reviewed this proposed new plan and all the options on the way forward proposed within it. The Business Board is asked to note the options within the Project Change Request and is asked to consider the proposed option being put forward in the change request by Cambridgeshire County Council.
- 5.7 This change request is to continue spending £1.88m of the awarded LGF funds on top of the £2.09m (excluding utilities) spent to date to deliver the project to an end of detailed design stage with all land procured. This would be at a total cost of £3.97m to enable the project to become a shovel ready pipeline project should additional central government funding become available in the future.
- 5.8 While there is local appetite for this project, and there is value in completing the design work on the junctions to create a shovel ready pipeline project at the cost of an additional £1.88m, there is currently no identified funding package that would enable the sponsor to fully deliver the project and achieve the outcomes originally included in the Change Request approved by the Business Board in July 2020.
- 5.9 The Business Board can reject the Project Change Request. This would leave the project in a position where significant amounts of the work to date would be 'lost' unless the sponsor identifies other funding to complete the design works.
- 5.9 While the completion of the detailed project design will not achieve the benefits that were the basis for approval of the change request in July 2020, there is intrinsic value to having a shovel ready pipeline project, which would be lost if the Business Board reject the change request, and the sponsor fails to identify alternative funding. The sponsor's proposed change also includes a small amount of funding for a procurement process based on the detailed designs that would be completed to identify a contractor for delivery despite the lack of an identified funding package to pay for delivery at this time.

The Business Board S73 Officer is content that the proposed change request represents some value for money, as some of the options the sponsor presented which could be delivered later based on the designs, have reasonable BCRs and detailed designs would ultimately be required for the projects to be delivered however there are outstanding questions on deliverability of the scheme given the cost increase and corresponding funding gap.

- 5.10 Officers have contacted the Cities and Local Growth Unit (CLGU) local team regards any guidance they can provide on good practice for managing projects that have requested

multiple Project Change Requests during their on-going delivery period, their advice is confirmed to follow at the time of writing this paper.

- 5.11 The Business Board is required to recommend its decision on this LGF Project Change Request in relation to the Wisbech Access Strategy project to the Combined Authority, once the Combined Authority has approved the grant funding agreement will be amended to reflect the outcome of the change request.
- 5.12 After making its decision on this Project Change Request, the Business Board has the option to initiate any repatriation of remaining LGF funding through the clawback process, as outlined in the Combined Authority Local Assurance Framework. This is also supported within the options available to the Combined Authority under provisions set out in the grant funding agreement where events of default occur, which includes material changes to the project funding, delivery timeframes and project outcomes.
- 5.13 The proposed spend set out in the Project Change Request could provide for a repatriation of c. £2m LGF funding back to the Business Board from the current £6m LGF award, but that would be subject to initiating the clawback process in the Combined Authority Local Assurance Framework.

6. Community Renewal Fund Update and Lessons Learned

- 6.1 The Community Renewal Fund was announced by the Government in the March 2021 Budget and subsequently the prospectus, application form and guidance has been published.
- 6.2 The Combined Authority is the Lead Authority for the CRF and is therefore responsible for coordinating the bidding process, administering award and monitoring of funds once allocated from the Government.
- 6.3 The Combined Authority launched an open call on its website on 31st March 2021 for CRF applications from local organisations, which closed on 7th May.
- 6.4 Assessments and Evaluations, both internal and external, were carried out on the 24 applications received. Those 24 were then assembled and ranked based on those evaluations, and then the Business Board contributed with further evaluation scoring of the top 12 ranked applications.
- 6.5 From the combined assessments and evaluations, a final shortlist of 7 applications was assembled to fit within the £3m value limit for each District, and proposed to The Mayor and Combined Authority Board Members on 9th June 2021.
- 6.6 The Mayor made the decision on 11th June 2021, after consultation with the Combined Authority Board members, via a Mayoral Decision Notice.
- 6.7 The final shortlist of applications for the Combined Authority area was submitted to the Government on the 17 June 2021, before the deadline. The Government is expected to announce successful allocations to each lead authority against those bid shortlists in July or August 2021.

- 6.8 The Strategic Funds Team have undertaken a quick review of the whole process undertaken related to the CRF by the Combined Authority, and the report on these Lessons Learned is at Appendix 3.

7. Future Funding and Pipeline Preparation

- 7.1 Following the completed submissions to the Community Renewal Fund and Levelling Up Fund Round 1 in June, there will be preparation work on applications for LUF round 2 from Fenland District Council, and this will be with collaborative support from Combined Authority officers. Also, there will be development of an LUF transport application from the Combined Authority into round 2.
- 7.2 In Autumn 2021, the Government will announce the Comprehensive Spending Review for the next 4 years and this will include full details and criteria for the UK Shared Prosperity Fund (SPF). Officers have a current pipeline of potential projects that could be developed further into applications to the new UKSPF when the Government calls for project shortlists to the new fund. The live pipeline of potential project ideas that could be developed into applications is attached to this report at Appendix 4
- 7.3 Officers are planning to run a general call for projects across the Combined Authority area ahead of the likely request from the Government to Lead Authorities to run a call and evaluate and shortlist projects in preparation to submitting a shortlist of applications for the UKSPF allocation. The Business Board will be asked at the next meeting to agree the strategic focus of this call to frame the themes which the Business Board wishes to see funding interventions targeting.

Significant Implications

8. Financial Implications

- 8.1 The only element of this paper with financial implications is the project change request in section 5. The effects are covered in detail in that section of the report and both approval and rejection will result in Wisbech Access Strategy 'underspending' on its current 2021-22 budget with any underspend being returned to the Recycled Growth Fund capital fund.

9. Legal Implications

- 9.1 The Business Board is responsible for programme direction of Growth Funds which includes the Getting Building Fund. The Combined Authority is designated by the Government as the Lead Authority on Community Renewal Fund, plus is designated as Lead Authority on Levelling Up Fund but for Transport bids only. The Combined Authority, as the Accountable Body, maintains all the legal agreements with project delivery bodies.

10. Other Significant Implications

- 10.1 None.

11. Appendices

- 11.1 Appendix 1 – Business Board LGF Investment Monitoring Report
- 11.2 Appendix 2 – Project Change Request Wisbech Access Strategy
- 11.3 Appendix 3 – Community Renewal Fund Lessons Learned
- 11.5 Appendix 4 – Pipeline for Future Funding

12. Background Papers

- 12.1 [Local Growth Fund Documents, Investment Prospectus, guidance and application forms](#)
- 12.2 [Eastern Agri-tech Growth initiative guidance and application forms](#)
- 12.3 [List of funded projects and MHCLG monitoring returns](#)
- 12.4 [Local Industrial Strategy and Associated Sector Strategies](#)

LGF Project	Appendix 1	Project Description	Approving Body	Primary Sector	Lead Organisation	Region Authority	LGF Amount	Direct Job Creation (Forecast)	Indirect Job Creation (Forecast)	TOTAL Job Creation (Forecast)	TOTAL Job Creation (Actual)
The Business Growth Service		GROWTH COACHING, EQUITY INVESTMENTS, SKILLS & FDI	CPCA	All	CPCA	Huntingdonshire District Council	£5,407,000	47	4692	4739	3
Growth Company, Business Growth Service Capital Grants		GROWTH GRANT	CPCA	All	CPCA	Huntingdonshire District Council	£2,043,178	0	1200	1200	0
Illumina Genomics Accelerator		START-UP TECH ACCERATOR EQUITY INVESTMENTS	CPCA	Life Science	Illumina Cambridge Ltd	South Cambridgeshire District Council	£1,000,000	1033	0	1033	12
Startcodon Life Science Accelerator		START-UP TECH ACCERATOR EQUITY INVESTMENTS	CPCA	Life Science	Start Codon Ltd	South Cambridgeshire District Council	£3,342,250	1730	3460	5190	35
Ascendal Transport Accelerator		START-UP TECH ACCERATOR EQUITY INVESTMENTS	CPCA	Transport	Ascendal Ltd	South Cambridgeshire District Council	£965,000	2	200	202	1
Medtech Accelerator		START-UP TECH ACCERATOR EQUITY INVESTMENTS	GCPC	Life Science	Health Enterprise East	South Cambridgeshire District Council	£500,000	0	0	0	3
Peterborough & Fens Smart Manufacturing Association		EQUITY INVESTMENT IN START-UP BUSINESS NETWORK	CPCA	Business Growth	Opportunity Peterborough	Peterborough City Council	£715,000	143	242	385	0
Teraview Company Expansion		GROWTH GRANT	CPCA	Advanced Manufacturing	Teraview	South Cambridgeshire District Council	£120,000	15	0	15	3
Aerotron Company Expansion		GROWTH GRANT	CPCA	Advanced Manufacturing	Aerotron Ltd	Fenland District Council	£1,400,000	120	15	135	46
Agri-Tech Growth Initiative		GROWTH GRANTS	GCGP	AgriTech	CPCA	CPCA Wide projects	£3,600,000	300	0	300	305
Growing Places Fund Extension		GROWTH GRANTS	GCGP	All	CPCA	CPCA Wide projects	£300,000	320	0	320	520
Signpost to Grant - CPCA Growth Hub		GROWTH GRANTS	GCGP	All	CPCA	CPCA Wide projects	£200,000	0	0	0	0
COVID Capital Growth Grant Scheme (inc Mayors, and COVID)		GROWTH GRANTS	CPCA	All	CPCA	CPCA Wide projects	£5,993,934.70	287	0	287	184
Peterborough Builds Back Better		GROWTH GRANTS	CPCA	All	Peterborough City Council	Peterborough City Council	£800,000	100	200	300	50
Cambridge Visitor Welcome 2021		GROWTH GRANTS	CPCA	All	Cambridge City Council	Cambridge City Council	£710,000	60	380	440	0
Hauxton House Incubation Centre		INCUBATOR	CPCA	Life Science	o2h Ltd	South Cambridgeshire District Council	£438,000	64	46	110	31
South Fenland Enterprise Park		INCUBATOR	CPCA	Business Growth	Fenland District Council	Fenland District Council	£997,032	30	46	76	0
Photocentric 3D Centre of Excellence		INNOVATION CENTRE	CPCA	Business Growth	Photocentric Ltd	Peterborough City Council	£1,875,000	616	61	677	0
Cambridge Biomedical Campus		INNOVATION CENTRE & INCUBATOR	CPCA	Life Science	Cambridge University Health Partnership	Cambridge City Council	£3,000,000	880	2204	3084	0
NIAB - AgriTech Start Up Incubator		INNOVATION CENTRE & INCUBATOR	CPCA	AgriTech	NIAB	Cambridge City Council	£2,484,000	947	770	1717	5.5
NIAB - Agri-Gate Hasse Fen extension		INNOVATION CENTRE & INCUBATOR	CPCA	AgriTech	NIAB	East Cambridgeshire District Council	£599,850	65	100	165	17
TWI Engineering Centre		INNOVATION CENTRE	GCPC	Advanced Manufacturing	TWI Ltd	South Cambridgeshire District Council	£2,100,000	20	35	55	82
Biomedical Innovation Centre		INNOVATION CENTRE & INCUBATOR	GCPC	Life Science	Cambridge University	Cambridge City Council	£1,000,000	162	81	243	80
Haverhill Epicentre - Jaynic		INCUBATOR	CPCA	Life Science	Jaynic Investment LLP	West Suffolk District	£2,700,000	300	450	750	142
TWI Ecosystem Innovation Centre		INNOVATION CENTRE & INCUBATOR	CPCA	Advanced Manufacturing	TWI Ltd	South Cambridgeshire District Council	£1,230,000	2	75	77	2
West Cams Innovation Park		INCUBATOR	CPCA	Life Science	Uni of Cambridge	Cambridge City Council	£3,000,000	380	150	530	0
TTP Life Sciences Incubator		INCUBATOR	CPCA	Life Science	TTP	South Cambridgeshire District Council	£2,300,000	236	10	246	16
Aracaris Capital Living Cell Centre		INNOVATION CENTRE	CPCA	Life Science	Aracaris Ltd	South Cambridgeshire District Council	£1,350,000	200	0	200	33
Whittlesey King's Dyke Crossing		ROAD IMPROVEMENT	GCGP	Transport	Cambridgeshire County	Fenland District Council	£8,000,000	0	0	0	8
Bourges Boulevard Phase 1		ROAD IMPROVEMENT	GCGP	Transport	Peterborough City	Peterborough City Council	£2,100,000	0	0	0	200
Bourges Boulevard Phase 2		ROAD IMPROVEMENT	GCGP	Transport	Peterborough City	Peterborough City Council	£9,200,000	0	0	0	255

A47/A15 Junction 20	ROAD IMPROVEMENT	GCGP	Transport	Peterborough City	Peterborough City Council	£6,300,000	0	0	0	47
Wisbech Access Strategy	ROAD IMPROVEMENT	GCGP	Transport	Cambridgeshire County	Fenland District Council	£7,000,000	0	1500	1500	13
Lancaster Way Phase 1 Loan	ROAD IMPROVEMENT	GCGP	Business Growth	Grovermere	East Cambridgeshire District Council	£1,000,000	0	0	0	370
Lancaster Way Phase 2 Loan	ROAD IMPROVEMENT	GCGP	Transport	Grovermere	East Cambridgeshire District Council	£3,680,000	0	0	0	373
Lancaster Way Phase 2 Grant	ROAD IMPROVEMENT	GCGP	Transport	Grovermere	East Cambridgeshire District Council	£1,445,000	0	0	0	375
Ely Southern Bypass	ROAD IMPROVEMENT	GCGP	Transport	Cambridgeshire County	East Cambridgeshire District Council	£22,000,000	0	0	0	250
Manea & Whittlesea Stations	RAIL IMPROVEMENT	GCGP	Transport	Cambridgeshire County	Fenland District Council	£395,000	0	0	0	3
CAM Promotion Company	METRO SYSTEM	CPCA	Transport	CPCA	CPCA Wide Projects	£995,000	60	33	93	2
Soham Station	RAIL IMPROVEMENT	GCGP	Transport	Cambridgeshire County	East Cambridgeshire District Council	£1,000,000	0	0	0	18
Metalcraft Advanced Manufacturing Centre	APPRENTICESHIP ACADEMY & INCUBATOR	CPCA	Advanced Manufacturing	Metalcraft	Fenland District Council	£3,160,000	14	30	44	0
WATA - Highways Agency Training facility fit out	SKILLS TRAINING CENTRE	GCGP	Construction	West Anglia Training Academy	Huntingdonshire District Council	£363,784.30	0	0	0	0
WATA - EZ Plant Centre Alconbury (GPF ext)	SKILLS TRAINING CENTRE	GCGP	Construction	West Anglia Training Academy	Huntingdonshire District Council	£65,000	0	0	0	0
University of Peterborough Phase 1	UNIVERSITY	CPCA	Multi-Sector	CPCA	Peterborough City Council	£12,500,000	250	14000	14250	0
March Adult Education Skills & Training Expansion	SKILLS TRAINING CENTRE	CPCA	Multi-Sector	Cambridgeshire Skills	Fenland District Council	£400,000	141	0	141	0
PRC Food Manufacturing Centre	APPRENTICESHIP ACADEMY	GCGP	Food Processing	Peterborough City Council	Peterborough City Council	£586,000	0	0	0	0
iMET Skills Training Centre	APPRENTICESHIP ACADEMY	GCGP	Advanced Manufacturing	Camb Regional College	Huntingdonshire District Council	£10,473,564	1	0	1	5
CITB Construction Academy	APPRENTICESHIP ACADEMY	GCGP	Construction	CITB	Kings Lynn & West Norfolk	£450,000	1	0	1	2
CRC Construction Skills Hub	APPRENTICESHIP ACADEMY	CPCA	Construction	Camb Regional College	Huntingdonshire District Council	£2,500,000	18	600	618	0
AEB Innovation Grant	SKILLS TRAINING GRANTS	CPCA	Multi-Sector	CPCA	CPCA Wide Projects	£323,700	0	50	50	0
						LGF Amount	Direct Job Creation (Forecast)	Indirect Job Creation (Forecast)	TOTAL Job Creation (Forecast)	Total Job Creation (Actual)
						£144,107,293	8544	30630	39174	3491.5

Project Change Request Form

This document should be used to seek approval to change one or more of the agreed parameters of the project e.g. budget, deadlines.

It can also be used for changes that have already happened or that are already within planned work that will mean the project falls outside of the agreed tolerances ("slippage"). For example, if additional or reduced finances is required, a change request should be completed.

The Change Request will be considered in line with the agreed parameters and delegations and may need to be referred to the Combined Authority Board, depending on the level of change being requested. The change should not be implemented until Project Board/CPCA approval is obtained.

Please ensure a copy Project Change Request form is saved down in the project folder on SharePoint and that changes are recorded on the project highlight reports.

Details of change request	
Project Name	Date of change request
Wisbech Access Strategy Phase 1 Delivery	29/06/2021
Project Manager	Project Director
Steve Brown	Dom Donnini
Background	
<p>The Wisbech Access Strategy project was awarded £10.5million of LGF in 26 November 2018 to complete a package of 5 road junction improvements and on 27 July 2020 the Business Board approved a change request to reduce the scope of the project from 5 junctions down to 3, along with a reduction in the LGF allocation from £10.5million to £6million, with the resulting funding gap of £4.5million being filled by other Combined Authority funding.</p> <p>This change request is being submitted to reduce the scope of the project from design and full construction of the 3 junctions to completing the Detailed Design stage for all three projects, including land procurement work. Then to seek other procurement and funding routes to deliver the three projects.</p>	
Reason for change	
<p>The forecast project outturn to deliver the three schemes identified in Phase 1 of the Wisbech Access Strategy exceeds the available budget.</p> <p>Updating the construction forecasts to reflect the current scheme designs and current market rates from the Term Service Contractor Milestone has led to identification that the three schemes which make up the Wisbech Access Strategy Phase 1 delivery package cannot be delivered with the available funding. For the project to continue, the project team has identified that either the scope of the project is reduced to meet the available funding, or that additional funding be sought to enable delivery of all three schemes.</p> <p>Two of the three schemes that comprise the Wisbech Access Strategy Phase 1 (EH1 and EH7b) have progressed through the detailed design stage, with the design maturing to the</p>	



point where the Road Safety Audit stage 2 has been carried out and outcomes either incorporated into the design or responded to.

An updated construction estimate has therefore been prepared in June 2021, updating the construction estimates developed at the end of preliminary design back in November 2019, and taking into account current market rates in 2021.

Due to the maturity of the design of each scheme and additional information being considered in the design process, the assumptions made during the preliminary design pricing process have been clarified. This project maturity lead to additional earthworks and pavement requirements for example. Trial holes investigation work have also identified that much of the material to be disposed of cannot be classified as inert, but as non-hazardous, leading to additional disposal costs for this material. Utility companies have also updated their diversion work requirements and are included in the update. Due the the high volume of utilities in the area the use of vacuum excavation is also included as part of Milestone's Safe Systems of Work and cost. The design has also been subject to the requirements of new design standards above those required on the existing network. As two of the three projects are on Highways England network, the HE have required the design to meet these new standards. This has resulted in additional crash barriers on the A47 and increased asphalt specification requirements, which has in turn increased construction costs.

As the design has matured the construction team had the opportunity to assess and developed draft traffic management plans to deliver the project successfully. This also had an impact on construction duration and cost.

Other options considered

The project team have considered multiple options and the potential pros and cons of each as detailed below:

1. Deliver all three junction projects (EH7b, EH1, BER2) and seek the additional £9.5m funding to cover this.
2. Deliver two of the three projects (EH7b & EH1), delaying the third (BER2) until a future date. (BER2 land procurement will be included but utility diversion, construction and risk will be removed), and seek additional funding to cover this.
3. Deliver two of the three projects (EH7b & BER2), delaying the third (EH1) until a future date. (EH1 land procurement will be included but utility diversion, construction and risk will be removed), and seek additional funding to cover this.
4. Deliver two of the three projects (EH1 & BER2), delaying the third (EH7b) until a future date. (EH7b land procurement will be included but utility diversion, construction and risk will be removed), and seek additional funding to cover this.
5. Deliver 1 project (EH7b) and complete the design of other two projects. Cease land procurement, utility diversion, construction and risk of the other two projects (EH1& BER2), and seek additional funding to cover this.
6. Deliver 1 project (BER2) and complete the design and land procurement of the other two projects. Cease utility diversion, construction and risk of the other two projects (EH7b 7& EH1), and seek additional funding to cover this.



7. Deliver 1 project (EH1) and complete the design of other two projects. Cease land procurement, utility diversion, construction and risk of for the other two projects (EH7b and BER2) and seek additional funding to cover this.

8. Complete Detailed Design for all three junction projects, including land procurement work. No construction, place the projects on hold until additional funding can be found to deliver the projects.

9. Complete Detailed Design for all three junction projects, including land procurement work. Seek other procurements routes to deliver the three projects.

10. Complete Detailed Design for all three junction projects, including land procurement work. Seek other procurements routes to deliver a combination of project with Milestone and others undertaking some of the projects.

11. Stop designs and all project development immediately and return any remaining funding after settling all outstanding costs.

Costs of implementing the change

Total project costs to progress the preferred Option 9 are £3.97M, including funds expended to date plus the cost of completing all design works, securing remaining land and running other procurement routes. This requires further spending of £1.88m LGF funds on top of the £2.09m (excluding utilities) spent to date to deliver the project to an end of detailed design stage, to a total cost of £3.97m

In addition to £3.97m the statutory utilities have been forward funded £1.83m to date to assist with BEIS funding agreement expenditure, should the project not go ahead, the vast majority of this will be recoverable as physical diversion works will not commence until the construction of the scheme has been given the go ahead.

The option will delay the construction commencement of the projects by 3-6 months.

However the requested option still allows the following to happen:

1. Complete designs for all three projects by the end 2021
2. Secure all HE and Norfolk CC approvals by the end 2021
3. Progress and secure planning matters and discharges
4. Secure all land parcels for all three projects by the end 2021
5. Allow alternative accommodation to be secured for the two tenants of the flats on the Elm High Road Junction with Weasenham Lane project during 2021
6. Agree and firm up costs and programmes with numerous statutory undertakers
7. Package up the project designs, and works information in late 2021 to allow other procurement routes for construction to be tested, in addition to the current option of delivering construction through the term service contract with Milestone. The outcome will be a competitive procurement exercise and/or framework that ensures quality and value for money, that may lead to considerable construction cost reduction across the elements of project.
8. The construction costs and delivery programme obtained through this process, will be contractually secured to commence construction in 2022, and future decisions regarding delivery of the three projects can be taken with confidence on both cost and programme for construction.
9. The cost and programme certainty obtained from this option, will support opportunities to seek for additional funding, to obtain the budget to enable delivery of all three junctions within the project.

However it should be noted that ongoing market pressures including inflation, Brexit, the pandemic, government infrastructure and a buoyant housing market appear to be increasing pressure on



resources. Materials, especially where these are imported, are seeing vast cost increases and significant delays. This has been compounded by the impact of the Suez canal blockage earlier this year. There is also a notable increase in the number of deliveries stuck in ports, such as Harwich and Felixstowe, with insufficient UK HGV drivers to move containers and the material they hold. This is impacting construction projects both across the UK and regionally and could lead to further increases to construction costs and programme when re-tendered.

Risk of implementing the change

The risk of allowing further spending of LGF to the £3.97m design and land purchase completed stage is that even though the project becomes off the shelf ready the project never actually gets taken forward at some point in the future to be delivered because construction costs continually rise exponentially even with another procurement exercise in 2022 to obtain market best value, and as such never delivers the outputs or outcomes in the LGF project change request agreed in July 2020.

Decisions/approval for change

Business Board decision

Name of Director:	John T Hill Director Business & Skills
Decision:	
Date of Decision:	

Community Renewal Fund – Process Review June 2021 for Business Board

1. Background

The Community Renewal Fund (CRF) was announced by Government in the March 2021 Budget when the prospectus was issued, subsequently the application form, technical guidance and FAQ's were published on 17 March 2021. The Cambridgeshire and Peterborough Combined Authority (CPCA) is appointed the Lead Authority for the CRF and is therefore responsible for coordinating the bidding process, administering any award and payment of funding, plus monitoring of the funds once allocated from Government to the Combined Authority.

An open call was launched on the CPCA website on 31st March 2021 for CRF applications from local organisations which closed on 7th May, the Strategic Funds team used the internal online CRM called HubSpot to manage the applications. Assessments and Evaluations both internal by CPCA Officers and external through independent evaluation specialist consultants were carried out on the 24 applications received, those 24 were then assembled and put into ranked order based on those evaluation scores, next the Business Board contributed with further evaluation scoring of the top 12 ranked applications to further refine towards a shortlist of suitable strong applications. From the combined assessments and evaluations as noted above, a final shortlist of 7 applications was assembled to fit within the £3million value limit for each District and those 7 applications proposed to The Mayor and Combined Authority Board Members on the 9th June 2021 for their approval to be able to submit to Government.

The Mayor made the decision on 11th June 2021 after consultation with the Combined Authority Board members via a Mayoral Decision Notice. The final shortlist of applications for the Combined Authority area was submitted to Government on the 17 June 2021, before deadline on the 18th June. Government are expected to announce successful allocations to each lead authority against those bid shortlists in July or August 2021.

2. Purpose of Review

The Business Board requested a brief review be undertaken to pull together lessons learned from the CRF submission process. It should be acknowledged that the team had now completed its submission to government for CRF and that whilst it will be helpful to reflect and identify lessons learned any proposals for process improvement from this review can only be applied to any new funding streams in the future.

3. Methodology

The review has been a quick exercise and has not involved any other organisation who may have also had to submit bids to government, it has focused solely on the work carried out by the CPCA Team on its own process and submission.

For this report the team did look at the recent review carried out for the Business Board on the Local Growth Fund and the recommendations that review put forwards.

We are aware that improvements can always be made to current processes, but it should be borne in mind that some funding streams come with criteria, guidance and requirements that will always need to be reflected in any process developed by the CPCA.

4. Review

Taking the lessons learned from the LGF Review the team looked at how they have been applied to the CRF process and the potential for further lessons to be learned from the CRF process. The LGF process Review recommended the following:

- a. Development of a pipeline of prospective projects
- b. Expression of Interest being lighter touch and review the scoring matrix once criteria and guidance has been given to LEPs by central government
- c. The Full Application –detailed Application be produced which is based on the Treasury Green Book approach to business case development.
- d. Entrepreneur Panel (EAP) – expansion of the Panel to include of Section 151 officer and give the panel a more formal role in the appraisal process
- e. External Appraisal – expand external due diligence to bring in additional external or internal support around the financial appraisal of projects in terms of affordability.

The review of the CRF process has indicated that several the recommendations from the LGF Review have been applied to CRF; those being:

- a. A lighter touch EOI which included several gateway pass/fail questions
- b. A more detailed full application – although this was prescribed by government in terms of the content and the format
- c. External due diligence which included a financial & delivery review of organisations bidding

The CRF process also highlighted other areas which could be improved for future funding schemes, those being:

- a. Review the Assurance Framework - create flexibility within the framework to enable processes to be built around funding opportunities for tight bidding windows offered from Government, plus looking at additional Board or delegated routes to getting sign off.
- b. Identify and maintain a list of organisations and key individuals to receive updates on funding opportunities
- c. Clear and agreed advertising campaign strategy to be developed for future funding opportunities. Engage with the Business Board experts for support and a steer on marketing campaigns
- d. Where possible time should be given to creation of information gathering purposes of the application forms. It is acknowledged the time given was not sufficient from government, but peer review would have assisted. Workshops and web sessions for applicants wishing to apply for funding expansion of the pre-screening questionnaire to include more detail for potential inclusion on future pipeline
- e. Training on the funding scheme, scoring and how to evaluate should be put in place with a team of volunteer internal officer evaluators. Recruit external team to offer independent view on applications
- f. Re-tender for external due diligence and fund support
- g. Assurance framework review to ensure clarity and flexibility to allow the BB to have a role in all funding schemes within the CPCA
- h. Explore how to make best use of technology to support the application processes, evaluation and how to capture real-time inputs from assessors and Boards

A common theme from both reviews is the need to re-tender for external due diligence support as required when each scheme launches.

5. Conclusion

There are 8 areas listed above from the CRF process which are for potential improvement or learning points for consideration at the next round of bidding activity or any future delegated funding from government.

Officers will undertake to review those improvement learning points when any new funding rounds announced.

It should be acknowledged that the Business Board continues to have a robust and transparent process for gathering, evaluating and approving projects through its Local Assurance Framework, but the Board should remain open to change and reactive to the new future funding opportunities by keeping processes and the Local Assurance Framework under review.

Funding Source	Total Request
Shared Prosperity Fund	£ 163,992,251.00
Levelling Up Fund	£ 40,000,000.00
OxCam	TBC
Business Growth Service	£ 1,245,000.00
To Be Confirmed	£ 137,860,497.00

Name	Project	Sector	Grant size	LA	Sector Strategy Link	Source fund?
Net Zero R&D Ecosystem	JV programme to bring forward R&D/Innovation programme that includes rev+cap	Manufacturing / Tech	£25,000,000	CPCA	AMM	SPF
UoP phase 3	New teaching building for UoP expansion for student growth	Education	£20,000,000	Peterborough		LUF
FE Capacity Fund	Investment across the FE estate in CPCA area inc a Green Skills hub in Peterborough	Education	£5,000,000	CPCA	AMM	SPF
The Vine Peterborough	The Vine facility in City Centre - investment with Towns Fund to support T Levels provision	Education	£1,850,000	Peterborough		SPF
Agri-Tech and Rural Growth Fund	Agri-Tech R&D and Growth grant scheme, with possible Rural supply chain business grant support	Agri-Tech	£5,000,000	CPCA	AgriTech	SPF
Green Skills Network	Establishment of a Green Skills Network across CPCA - to be delivered through Growth Works	All	£3,000,000	CPCA	All	SPF
UoP phase 4	R&D Innovation space	Manufacturing / Tech	£15,000,000	Peterborough	AMM	TBC
Business Growth Service	Continuation funding for the existing programme - especially Inward Investment and Capital grant scheme	All	£10,000,000	CPCA	All	SPF
Life Sciences Innovation Network	Life Sciences Network of Networks - creation of wider support network across the OxCam Arc	Life Sciences and Healthcare	TBC	CPCA	Life Science	OxCam
Huntingdon Town Centre	College Campus relocation, Digital Innovation centre as part of Bus Station redev	Education / Digital	TBC	Huntingdonshire	Digital	SPF
Peterborough Station Quarter	Station regeneration providing enhanced transport use, Gov hub, commercial, retail and leisure spaces plus housing	Government and mixed use	TBC	Peterborough		LUF
Peterborough Sports and leisure facilities	package of sporting facilities for Peterborough - integrated bid of schemes across the city	Health / Leisure	£20,000,000	Peterborough		SPF
Ramsey Town regeneration	Package of Town developments to support Community, Skills and Employment as part of Levelling Up bid for NW Cambs constituency.	Regeneration	£20,000,000	Huntingdonshire		LUF
Additional Sixth Form provision in Ely	Development of sixth form provision with existing and new providers.	Education	TBC	East Cambridgeshire		SPF
Cambourne EZ development	Development of parcels of land within the EZ inc 4010	Business Space	TBC	South Cambridgeshire		SPF
Highways England	Training centre - The funding application is to enable research into collective skills and employment needs for infrastructure projects across Cambridgeshire and Bedfordshire	Transport, Engineering	TBC	CPCA		SPF
Kennett Garden Village	A community -led mixed use development comprising 500 homes, enterprise park, retirement village / care home, primary school, health centre, neighbourhood retail, business hub, site and green infrastructure	Business & Housing	£3,665,000	East Cambridgeshire		TBC
College of Higher Ed	The project links to the CPCA ambition to build 100,000 new homes underpinning regional economic growth. The proposal will create new teaching facility at the College Campus	Education	£4,000,000	Fenland		TBC

Huntingdon Clean Energy Park	An energy from waste plant at an exceptional location at the junction of the new A1 and A14 interchange. Phase One of will facilitate the installation of an advanced thermal waste treatment plant capable of treating around 50,000 tonnes per annum of non-recyclable waste generated in Huntingdonshire.	Technology	£2,950,000	Huntingdonshire	AMM	TBC
Cambridge Sci-Tech Container Village	Funding sought for construction of an affordable, covid-adapted, sci-tech container village incubator on 2 acres of poor quality brownfield land. Delivery will help accelerate wider regeneration of the £3b Cambridge North Fringe East Scheme, for which £227M HIF funding has been secured. Investment will bring forward a key employment site for Cambridge - providing undersupplied lab and office space - as well as open-air courtyard working areas. Collaborations with the university and	Business Space	£2,300,000	Cambridge City	AMM/Life Science	SPF
Rural gigabit voucher extension for Cambridgeshire and Peterborough	The project is an extension of the successful Rural Gigabit Voucher scheme run by DCMS to provide connectivity vouchers to homes and businesses in rural areas without access to fast broadband.		£950,000	Rural areas of Cambridgeshire and Peterborough	Digital	TBC
Eastern Industries phase 1	Red Brick Farm is a major 127 acre employment site to the East of Peterborough that has been recently acquired for the development of 166,440 square metres of B1, B2 and B8 floorspace.	Business Space	£10,000,000	Peterborough		TBC
Bus depo relocation	Acquire a new site as a bus depo to enable an all electric fleet. The current bus depo is located along a busy road with shops and restaurants and no longer fit for purpose. The current bus company is looking for a long term lease at a new bus depo that would support a full fleet of electrical buses as the current site hasn't got enough power. Once the current bus depo is vacated would support the	Transport, Engineering	£6,000,000	Peterborough		TBC
St Neots Strategic Eastern Expansion Commercial District at Wintringham	The project represents an acceleration of the planned business space coming forward in the Strategic Eastern Expansion of St Neots. It will deliver a sustainable modern business hub, providing flexible working space which also targets support to the local creative cluster, and R&D to evolve the next generation of manufacturing companies in St Neots.	Business Space	£9,400,000	Huntingdonshire District Council	AMM	TBC
Huntingdon Bus Station Quarter Redevelopment Scheme	A four-site redevelopment of approximately 1.22ha plus opportunity to redevelop 100,000sqm retail space. The sites are currently congested, noisy, unwelcoming, and in need of repair. A large portion of the retail units remain vacant. Redevelopment will create attractive gateways to the historic core		£16,095,000	Huntingdonshire District Council		TBC

St Ives Bus Station Quarter Redevelopment Scheme (approx 1.8 ha)	Remodelled public transport interchange to stimulate sustainable low carbon transport solutions and improve connectivity to the Guided Busway and wider economy. Mixed-use development will provide flexibly designed units capable of meeting a variety of uses including retail, business, or leisure enabling the quarter to respond to changing economic demand, re-invigorating the economy and enhancing employment opportunities.	Transport, Engineering	£17,000,000	Huntingdonshire District Council		TBC
Greenways Signing and Wayfinding project	Signage and wayfinding emerged from the Greenways consultations as requiring improvements, especially as the Abbey Chesterton bridge installation will mean a lot of the existing signs will suddenly be wrong. This project would involve a review of existing signage and wayfinding and developing a renewed, consistent and strategic network approach to signage, mapping and public	Transport, Engineering	£500,000	Cambridgeshire County Council		TBC
Theatre venue	A keystone regional cultural venue, drawing audiences from a 50 mile radius of the city. This project will transform it into a fit for purpose COVID resilient, carbon neutral venue, making a vital contribution both to the Cambridge evening economy and to cultural connectivity across the region.	Cultural	£1,000,000	Cambridge		TBC
Whittle Lab	R&D facilities and programme for zero carbon flight	Aerospace	£20,000,000 to £40,000,000	Cambridge	AMM	SPF
Cambridge NIECD	Research components of the CCRH 5,000 m² of space to accommodate key industrial partners such as AstraZeneca.	Life Sciences and Healthcare	£20,000,000	Cambridge	AMM	TBC
Cambridge Cancer Research Hospital CCRH	Meeting two of the government's most urgent priorities: pandemic control and climate change developemnt of research space	Life Sciences and Healthcare	£20,000,000	Cambridge	Life Science	SPF
Cambridge Immunity Experimental Medicine Unit iEMU	Creation of National Institute for Early Cancer Detection in preparation for new hospital	Life Sciences and Healthcare	£20,000,000	Cambridge	Life Science	SPF
Cambridge Children's Cancer Hospital	New Cancer specialist cancer hospital	Life Sciences and Healthcare	TBC	Cambridge	Life Science	SPF
Advanced Manufacturing medical manufacturing hub	Specialist facility to support development of medical products	Life Sciences and Healthcare	TBC	Cambridge	Life Science/AMM	TBC
Engineering Dept: Move West	Investment in the West Cambridge Campus - University of Cambridge	Engineering	TBC	Cambridge	AMM	SPF
West Cambridge Innovation Hub	Incubator for tech spin-outs / scale-ups - investment in further space	Technology	TBC	Cambridge	AMM/Digital	SPF
Bio-Medical Campus Therapeutics Insitute	Scale up the accelerator work to link academia to workplace	Life Sciences and Healthcare	TBC	Cambridge	Life Science	SPF

Nuclear Engineering & Manufacturing company	Fenland Manufacturing cluster - Development of a wider training offer to entrepreneurs and start ups - with product incubator - development business space	Manufacturing	TBC	Fenland		SPF
Door Manufacturing Firm	Manufacturing facility	Manufacturing	£2,000,000	East Cambs	AMM	SPF
Meat Processing Firm	Food Processing facility	Food & Drink	TBC	Peterborough		SPF
Food Processing Firm	Food Processing facility	Food & Drink	TBC	Peterborough		SPF
Surgerical Robots Company	Manufacturing facility	Life Sciences	TBC	CPCA	AMM/Life Science	SPF
Racing Sportcars company	Manufacturing facility	Automotive	TBC	Fenland	AMM	SPF
Modular Construction Company	Manufacturing facility	Construction	TBC	CPCA	AMM	SPF
Oat Milk manufacturer (Swedish FDI)	Manufacturing facility	Food & Drink	TBC	Peterborough	AMM	SPF
Manufacturing Services company	Advanced manufacturing - development	Manufacturing	£120,000	Peterborough	AMM	BGS
Insect Biosystems Company	Development of Insect Economy	Food & Drink	£600,000	Cambridge	AgriTech	SPF
Workspace developer	Village Workspace	Various	£187,500	Cambridge		SPF
Workspace developer	Satellite Innovation Hubs - pilot	Various	£400,000	Cambridge		SPF
Manufacturing Machine Installation Company	Manufacturing facility	Manufacturing	£500,000	Wisbech	AMM	BGS or SPF
Engineering & Construction Company	Facility Move - March to Wisbech expansion	Engineering	£150,000	Wisbech	AMM	BGS
Environmental Science Company	Manufacturing Development	Manufacturing	£475,000	March	AMM	BGS or SPF
NIAB	National Centre for Future Farming	AgriTech	£25,000,000	CPCA	AgriTech	SPF
Cambridge BID Visitor Economy Project	Support for Tourism and VE businesses	Hospitality	£5,000,000	CPCA		SPF
Biotherapeutics company - Cell therapies	Expansion of facilities at Sawston site	Life Sciences	£2,000,000	Cambridge	Life Science	SPF
Aero composites company	Expansion of site in Chatteris	Advanced Manufacturing	£3,000,000	Fenland	AMM	SPF
Nene Valley Railway	This project, "Keeping the NVR on Track", delivers significant improvements to the infrastructure of the Nene Valley Railway (NVR) in order to support the future deployment of a modern environmentally friendly transport	Transport	£4,940,897	Peterborough	Transport	TBC
Leisure Space provider	The Peterborough Green Active and Open for All project will create a sustainable exemplar community sports and heritage hub with active travel links from the city centre to rural Peterborough and beyond, whilst also opening up and developing infrastructure in the 'Rural Estate' for visitors to explore, reducing congestion at the Park.	Cultural	£3,477,600	Peterborough		TBC

The Cresset	This project will provide considerable technical upgrades to the theatre space, as well as a significant improvement to the customer experience	Cultural	£582,000	Peterborough		TBC
The YMCA - Peterborough	The project will replace the existing roof and install new drainage systems throughout the complex. In addition, the project will see a transformation to the exterior of the building, with the current bare brick walls which overlook the car parks being rendered in an attractive modern finish, improving aesthetics, increasing insulation and giving opportunity for improved lighting and signage	Regeneration	£2,300,000	Peterborough		TBC
Peterborough United Football Club	The large-scale regeneration of a poorly utilised prominent central riverside area through construction of a landmark new multi-purpose stadium complex, associated high-quality public realm, and a tech accelerator in Peterborough City Centre.	Regeneration	£20,000,000	Peterborough	Regeneration	TBC
The Big Issue	Development of a bike share scheme in towns and villages	Transport	TBC	CPCA	Transport	TBC
Citizens Advice Service	Breaking down practical barriers to skills and employment take up	Skills	TBC	Fenland & Huntingdon		SPF
College of West Anglia	Developing the Green Tech curriculum offer	Skills	TBC	Fenland	AMM	SPF
East of England Agr Society	AgriTech research crowd funding project	AgriTech	TBC	CPCA	AgriTech	SPF
Hub109	Developing new starters and entrepreneurs	Various	TBC	Peterborough & Fenland		SPF
Life Sciences park developer and venture funder	Development of the Hauxton site further	Life Sciences	TBC	Cambridge	Life Science	SPF
Skills provider	Development of a talent portal and apprenticeship scheme - wants to work in partnership with others on this project	Skills	TBC	CPCA		SPF
Digital and Manufacturing training provider	STEM education project focused on manufacturing	Skills	TBC	CPCA	AMM	SPF
Construction skills provider	Construction skills courses	Skills	TBC	CPCA		SPF
Digital Skills provider	Digital and cyber skills training	Skills	TBC	CPCA	Digital	SPF
Little Miracles (Consortium)	Remove the barriers to people moving into volunteering and employment including but not limited to disability, families, mental health, domestic violence.	skills and employment	£1,274,500	Fenland: Peterborough		SPF
Digital Skills provider	participation through community delivery of new projects tailored to meet the needs of local communities and local businesses and strengthen the IAG and employability offer to more community groups. The deliver "local" solution will enable us to grow and renew skills and education within a multi-cultural society.		£513,280	Fenland; Peterborough		SPF

Digital installation and training company	Driving digital adoption to help all types of small businesses (including businesses in urban, rural & coastal areas) to understand the changing customer expectations & experiences post-Covid in the council	skills and employment	£1,778,510	Fenland; Peterborough		SPF
Training provider Group	The Group will deliver employment support activity which enables residents who work (or have previously worked) in the sport, leisure, culture, tourism and hospitality industries or wish to commence employment in them.	skills and employment	£566,800	Fenland; Peterborough; East Cambridgeshire; South Cambridgeshire; Huntingdonshire; Cambridge City		SPF
Events Leisure company	The project would put on multiple events to provide a platform for the four aims of the project. actively encourage participation and collaboration with Councils and their departments, businesses of all sizes, trade associations, educational establishments, community support, health	Leisure	£1,873,000	Fenland; Peterborough; East Cambridgeshire; Huntingdonshire; Cambridge City		SPF
Training provider Group	The project will involve young people aged 16-24 (who are unemployed or economically inactive) learning and applying vocational trade skills whilst helping to renovate valued community buildings, places and venues in need of improvement (such as youth and community centres, grassroots sports clubs, arts/cultural venues and outdoor green spaces such as parks and community gardens).		£450,000	Fenland; Peterborough; East Cambridgeshire; South Cambridgeshire; Huntingdonshire; Cambridge City		SPF
Computer Solutions company	Advisors would deliver a one-to-one IAG (Information, Advice and Guidance) session to each participant to learn more about their career aspirations, identify any transferrable skills and to match the participant with the course. Employability workshops would be delivered to learners to help them prepare for job search, applying for jobs and being successful at job interviews. Help with identifying job search opportunities and applying for jobs would also be provided.		£500,000	Fenland; Peterborough		SPF
Food CIC -	Creation of local food communities. The project will set up 3 or 4 'Micro' food hubs linking residents, outlets, schools and farmers in the Peterborough & Fenland area. Creation of Micro Food Hubs to become the centres of their local food community; encourage & facilitate local residents and schools to grow their own vegetables, in excess of their own requirements, to supply for sale through the Hubs		£506,250	Fenland; Peterborough; Huntingdonshire		SPF

Innovation space developer	The locations for the first three Clean growth Centres are within CGC's partner network and already identified: Waterbeach, Littleport and Wisbech. Each Centre will have purpose-built facilities and wrap around support programs specifically designed to assist sustainability / 'green' focused businesses through that risky 'start-up' phase. Each will include an Acclimatisation program for select foreign companies seeking to gain traction in the UK.	Business Growth	£1,500,000	South Cambridgeshire		SPF
Textile Technology company	Build a world-class training centre that will showcase clean-tech digital textile manufacturing products to our global stakeholders including consumers, textile manufacturers, governments and educational institutions	Business Growth	£1,872,500	South Cambridgeshire	AMM	SPF
Consulting & Education Services Company	Education training in digital skills including industry recognised certification to help upskill/cross-skill individual enabling to further their careers or enter into the workplace with significant I.T. skills. Building and expanding digital skills in an area where digital/cloud skills are in demand but in short		£1,250,000	Fenland; Peterborough; East Cambridgeshire; South Cambridgeshire; Huntingdonshire; Cambridge City	Digital	SPF
Buisness Centre Developer and Facilitator	Grow Your Sport Business will take the existing successful methodology of existing Grow Your Business programme, currently being delivered in Peterborough and East London, and combine it with the skills and experience of Living Sport to create a thematic version of the curriculum, focusing on supporting sports micro-entrepreneurs, start-ups, and community sports clubs in Peterborough, Fenland and border areas of East Cambridgeshire and North Huntingdonshire.		£568,800	Fenland; Peterborough		SPF
Skills Provider	to provide training and career support to individuals currently in employment but facing significant change. With access to over 50 bite size e-learning modules and specialist careers coaching sessions, the project is designed to allow individuals to quickly acquire and develop new skills that can		£501,111	Fenland; Peterborough; East Cambridgeshire; South Cambridgeshire; Huntingdonshire; Cambridge City		SPF
Business Hub Developer	Incubator for tech spin-outs / scale-ups		TBC	Peterborough		SPF
Training College	invest in skills and support people into employment by providing individualised packages of higher-level digital training and employment support, to grow Fenland and Peterborough's digital workforce.		£500,000	Fenland; Peterborough; Huntingdonshire		SPF

Pipeline Total Value : £343,097,748

Covid-19 Impact Assessment Report

To:	Business Board
Meeting Date:	19 July 2021
Public report:	Yes
Lead Member:	Chair of the Business Board, Austen Adams
From:	Director for Business & Skills, John T Hill
Key decision:	No
Recommendations:	The Business Board is recommended to: Note the Covid-19 Impact Assessment Report.

1. Purpose

- 1.1 To present the latest Covid-19 Impact Assessment Report to the Business Board for comment and discussion.

2. Background

- 2.1 In August 2020, an Integrated Business & Skills Insight & Evaluation Programme and its commissioning was approved by the Combined Authority Board. This programme included the detailed econometric assessment of COVID-19 impacts on the economy in the short to medium term. This work was undertaken by Metro Dynamics.
- 2.2 The first Covid-19 Impact Assessment was presented to the Business Board in September 2020. A further assessment has been undertaken for June 2021 and is attached as Appendix 1. The Business Board are receiving this latest Covid-19 Impact Assessment in advance of a full refresh of the Local Economic Recovery Strategy (LERS) to keep a regular, 6 monthly interval and visibility on the impacts. The previous assessment and impact analysis was undertaken for the LERS refresh back in March 2021.
- 2.3 The next revision of the LERS will be produced in November 2021 with refreshed strategy and interventions following the next impact assessment when we know more about:
- The trajectory of the pandemic, including the ongoing efficacy of vaccines and the emergence of potential new variants;
 - How Government support will taper off and be unwound over the remainder of 2021, and plans / strategies to support ongoing economic recovery;
 - The extent to which the crisis has caused a structural rise in unemployment following the conclusion of the Furlough scheme and other labour market support;
 - Rates of return to work and emerging paths to recovery in key sectors, including a better understanding of the pandemic's impacts on Cambridgeshire and Peterborough's priority sectors.

3. Summary of Report Findings

- 3.1 It is nearly eighteen months into the Covid-19 pandemic and resulting economic crisis. The long term impacts of the crisis are still uncertain and projections of the future trajectory of our economic response vary enormously, based on the potential for new variant strains, the effectiveness of vaccines at containing them, uncertain Government policy and changing public behaviour among other factors. We can, however, assess the impact on the Cambridgeshire and Peterborough economy over the last 18 months. That is what this report seeks to set out, focusing on the evolving public health context and resulting impacts on businesses and labour markets.
- 3.2 Across Cambridgeshire & Peterborough to 5th July 2021 there have been 47,000 cases and 1,661 deaths. Cases reached a new peak in mid-January and steadily declined until May when case numbers began to rise again, following the national pattern. Cases are

concentrated in relatively deprived urban areas, particularly in Peterborough, which has seen the highest absolute number of cases at 16,000 and also the highest concentration of confirmed cases, at 8,200 per 100,000 people.

- 3.3 The vaccine rollout is helping to contain the pandemic. In England, by 5th July 76% of adults had received their first dose and 57% their second; within Cambridgeshire & Peterborough 74% of adults had received their first dose and 54% their second. Rates of vaccination vary across the region, with the cities of Peterborough and Cambridge reporting significantly lower coverage, largely as a result of their younger populations.
- 3.4 Partly as a consequence of the successful vaccine rollout, projections for the UK's economic growth are being revised upwards. The Office of Budget Responsibility (OBR) now expects the UK economy to return to pre-pandemic levels sometime in 2022, with unemployment to peak in late 2021. That said, this faster bounce back in economic activity is not expected to translate into a fuller economic recovery. The national economy is still expected to be 3% smaller in 2025 than it would have been without the pandemic.
- 3.5 A recovery also appears to be underway in Cambridgeshire & Peterborough, aided by recovery in construction, manufacturing and retail sectors, though at the end of 2020 the economy remained 7.6% smaller than it was before the onset of the pandemic – a near £500m fall in output. The scale of the fall in output varies across local economies, ranging from a 5% reduction in Fenland to 10% in Cambridge, based on the concentration of more-affected sectors in each place.
- 3.6 The most significant effects of the pandemic have been on retail, hospitality and entertainment businesses. Particularly impacted by lockdown restrictions and having to adapt fast to lockdown restrictions and changing consumer preferences, we are nevertheless seeing signs of recovery in these businesses. Prior to the pandemic 104,000 people in Cambridgeshire and Peterborough were employed in entertainment, hospitality and retail sectors – around one in four workers. Although job losses at the start of the pandemic were concentrated in these sectors, many businesses are now reporting difficulties hiring staff. A particular challenge is to fill jobs previously commonly held by workers from the EU and elsewhere who have left the UK over the course of the pandemic.
- 3.7 As consumer confidence has grown the business environment has gradually improved, with more than 90% of businesses now trading an increasing number reporting improved profits. The crisis has required businesses across all sectors to adapt and invest, which in the medium term should result in raised productivity, though the scale of the impact remains to be seen.
- 3.8 Employment support schemes (particularly the Coronavirus Job Retention Scheme, 'furlough') have continued to act as an effective break on increasing unemployment. Across Cambridgeshire and Peterborough nearly 40,000 workers were still furloughed at the beginning of May 2021 and at least 30,000 more people are on Universal Credit now than before the pandemic.
- 3.9 Despite this support flowing to lower-income households, the overall impact of the crisis is a deeply unequal one. There is a clear correlation between areas of pre-existing deprivation and the incidence of Covid-19 cases and deaths, as well as correlated increases in new Universal Credit claims. The pattern is most pronounced in the city of Peterborough and the market town of Wisbech in Fenland, but also in Soham, St Neots and parts of Cambridge, where relatively high levels of deprivation are matched by relatively high levels of Covid-19

cases and deaths and increases in Universal Credit claims. The unequal impacts of the crisis seem likely to spill over into an unequal recovery, with deprived people and places again disproportionately the most affected.

- 3.10 The Cambridgeshire and Peterborough Local Economic Recovery Strategy sets out the partners' current response to the crisis, and the issues which this Impact Assessment sets out. This report provides insight and analysis to support the ongoing iteration and development of the approach laid out in the LERS.

Significant Implications

4. Financial Implications

- 4.1 None.

5. Legal Implications

- 5.1 None.

6. Other Significant Implications

- 6.1 The Cambridgeshire and Peterborough Local Economic Recovery Strategy sets out the region's planned response to the crisis. This report provides information and analysis in support of the strategy laid out in the LERS. This report does not seek to evaluate the effectiveness of the LERS in aiding local recovery and renewal.

7. Appendices

- 7.1 Appendix 1 – Covid-19 Impact Assessment Report (July 2021)

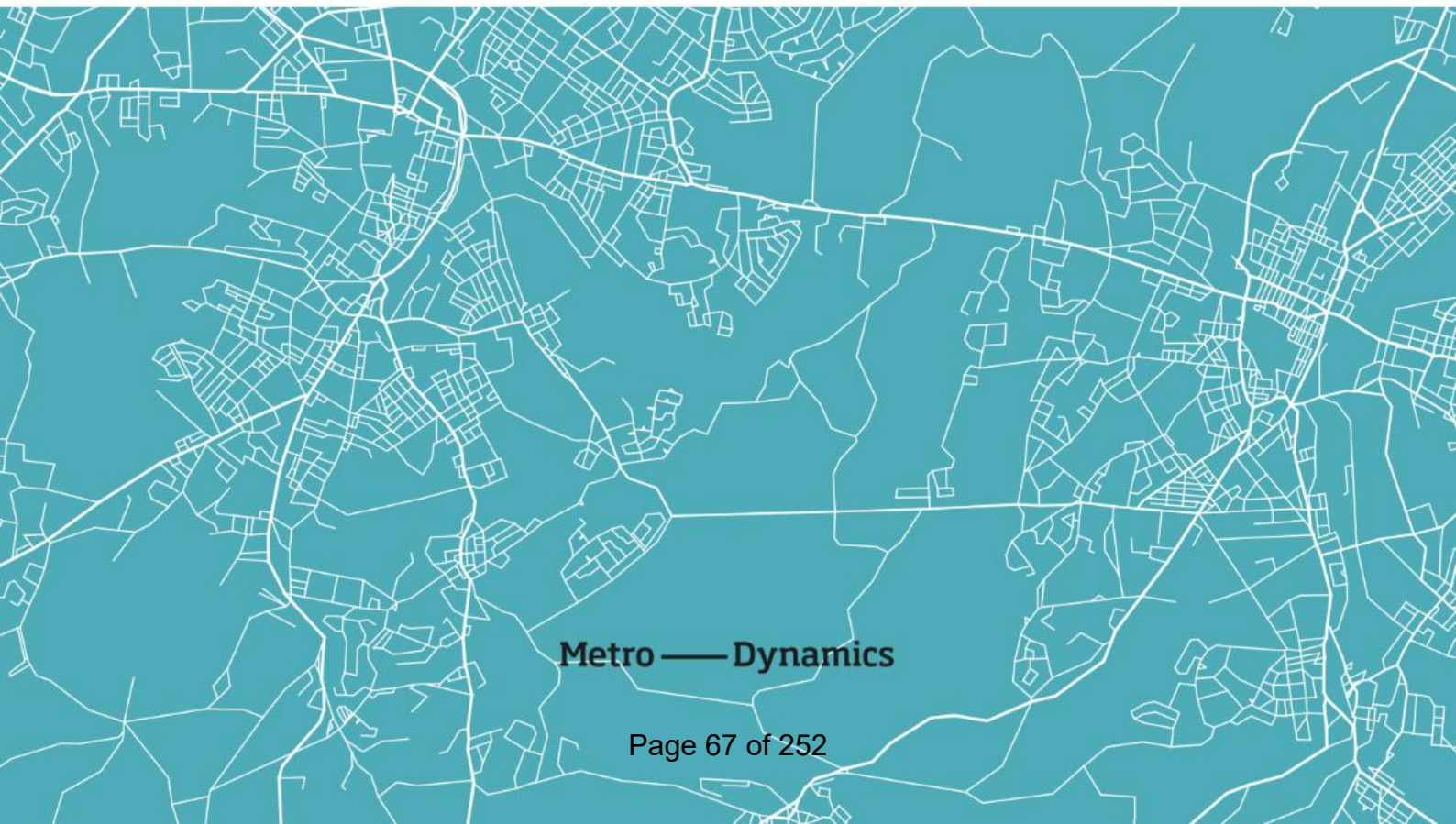
8. Background Papers

- 8.1 [Combined Authority Board report, 5 August 2020. Agenda Item No: 5.2 - Integrated Economic, Business and Skills Insight](#)
- 8.2 [Business Board report, 15 September 2020. Agenda Item No: 3.1 - Covid-19 Evidence & Insight Report](#)



Assessing the Impact of Covid 19 in Cambridgeshire & Peterborough

July 2021



Metro — Dynamics

Contents

Executive Summary	1
1 The crisis: 18 months on.....	3
The evolving public health context	5
Looking ahead to the economic recovery	9
2 Detailed impacts: Economy and Business	15
Economic output.....	15
Sector recovery pathways.....	19
Business conditions.....	21
Business adaptation – impacts on innovation and productivity	25
Trade and exports	29
3 Detailed impacts: Labour Markets.....	31
Unemployment.....	31
Claimant count across Cambridgeshire & Peterborough and comparators	34
Rates of return from Furlough	38
Labour demand	40

Executive Summary

Summer 2021 Covid-19 Impact Assessment

It is nearly eighteen months into the Covid-19 pandemic and resulting economic crisis. The long term impacts of the crisis are still uncertain and projections of the future trajectory of our economic response vary enormously, based on the potential for new variant strains, the effectiveness of vaccines at containing them, uncertain Government policy and changing public behaviour among other factors. We can, however, assess the impact on the Cambridgeshire and Peterborough economy over the last 18 months. That is what this report seeks to set out, focusing on the evolving public health context and resulting impacts on businesses and labour markets.

Across Cambridgeshire & Peterborough to 5th July 2021 there have been 47,000 cases and 1,661 deaths.¹ Cases reached a new peak in mid-January and steadily declined until May when case numbers began to rise again, following the national pattern. Cases are concentrated in relatively deprived urban areas, particularly in Peterborough, which has seen the highest absolute number of cases at 16,000 and also the highest concentration of confirmed cases, at 8,200 per 100,000 people.

The vaccine rollout is helping to contain the pandemic. In England, by 5th July 76% of adults had received their first dose and 57% their second; within Cambridgeshire & Peterborough 74% of adults had received their first dose and 54% their second. Rates of vaccination vary across the region, with the cities of Peterborough and Cambridge reporting significantly lower coverage, largely as a result of their younger populations.

Vaccination is helping recovery, but structural impacts will remain.

Partly as a consequence of the successful vaccine rollout, projections for the UK's economic growth are being revised upwards. The Office of Budget Responsibility (OBR) now expects the UK economy to return to pre-pandemic levels sometime in 2022, with unemployment to peak in late 2021. That said, this faster bounce back in economic activity is not expected to translate into a complete economic recovery. The national economy is still expected to be 3% smaller in 2025 than it would have been without the pandemic.

Economic impact varies across the area

A recovery also appears to be underway in Cambridgeshire & Peterborough, aided by recovery in construction, manufacturing and retail sectors, though at the end of 2020 the economy remained 7.6% smaller than it was before the onset of the pandemic – a near £500m fall in output. The scale of the fall in output varies across local economies, ranging from a 5% reduction in Fenland to 10% in Cambridge, based on the concentration of more-affected sectors in each place.

Gradual recovery in hospitality and leisure, with labour shortages

¹ Metro Dynamics analysis of UK Covid Dashboard Data (16th June 2021)

The most significant effects of the pandemic have been on retail, hospitality and entertainment businesses, which have been particularly hit by lockdown restrictions and having to adapt fast to both those restrictions and changing consumer preferences. We are nevertheless seeing signs of recovery in these businesses. Prior to the pandemic 104,00 people in Cambridgeshire and Peterborough were employed in entertainment, hospitality and retail sectors – around one in four workers.

Although job losses at the start of the pandemic were concentrated in these sectors, many businesses are now reporting difficulties hiring staff. A particular challenge is to fill jobs previously commonly held by workers from the EU and elsewhere who have left the UK over the course of the pandemic. Business are also reporting difficulty in hiring seasonal student labour as potential employees are choosing not to work this summer.

Wider trading environment improving, but with rapid adjustments needed

As consumer confidence has grown the business environment has gradually improved, with more than 90% of businesses now trading an increasing number reporting improved profits. The crisis has required businesses across all sectors to adapt and invest in new processes and practices. There is some indication that this will lead to sustained productivity improvements, though the scale of the impact remains to be seen and may be offset by firms rehiring.

Unemployment has increased and the impact has been exacerbated existing inequality.

Employment support schemes (particularly the Coronavirus Job Retention Scheme, 'furlough') have continued to act as an effective break on increasing unemployment. Across Cambridgeshire and Peterborough nearly 40,000 workers were still furloughed at the beginning of May 2021 and at least 30,000 more people are on Universal Credit now than before the pandemic.

Despite this support flowing to lower-income households, the overall impact of the crisis is a deeply unequal one. There is a clear correlation between areas of pre-existing deprivation and the incidence of Covid-19 cases and deaths, as well as correlated increases in new Universal Credit claims. The pattern is most pronounced in the city of Peterborough and the market town of Wisbech in Fenland, but also in Soham, St Neots and parts of Cambridge, where relatively high levels of deprivation are matched by relatively high levels of Covid-19 cases and deaths and increases in Universal Credit claims. The unequal impacts of the crisis seem likely to spill over into an unequal recovery, with deprived people and places again disproportionately the most affected.

Plans will need to continue to evolve

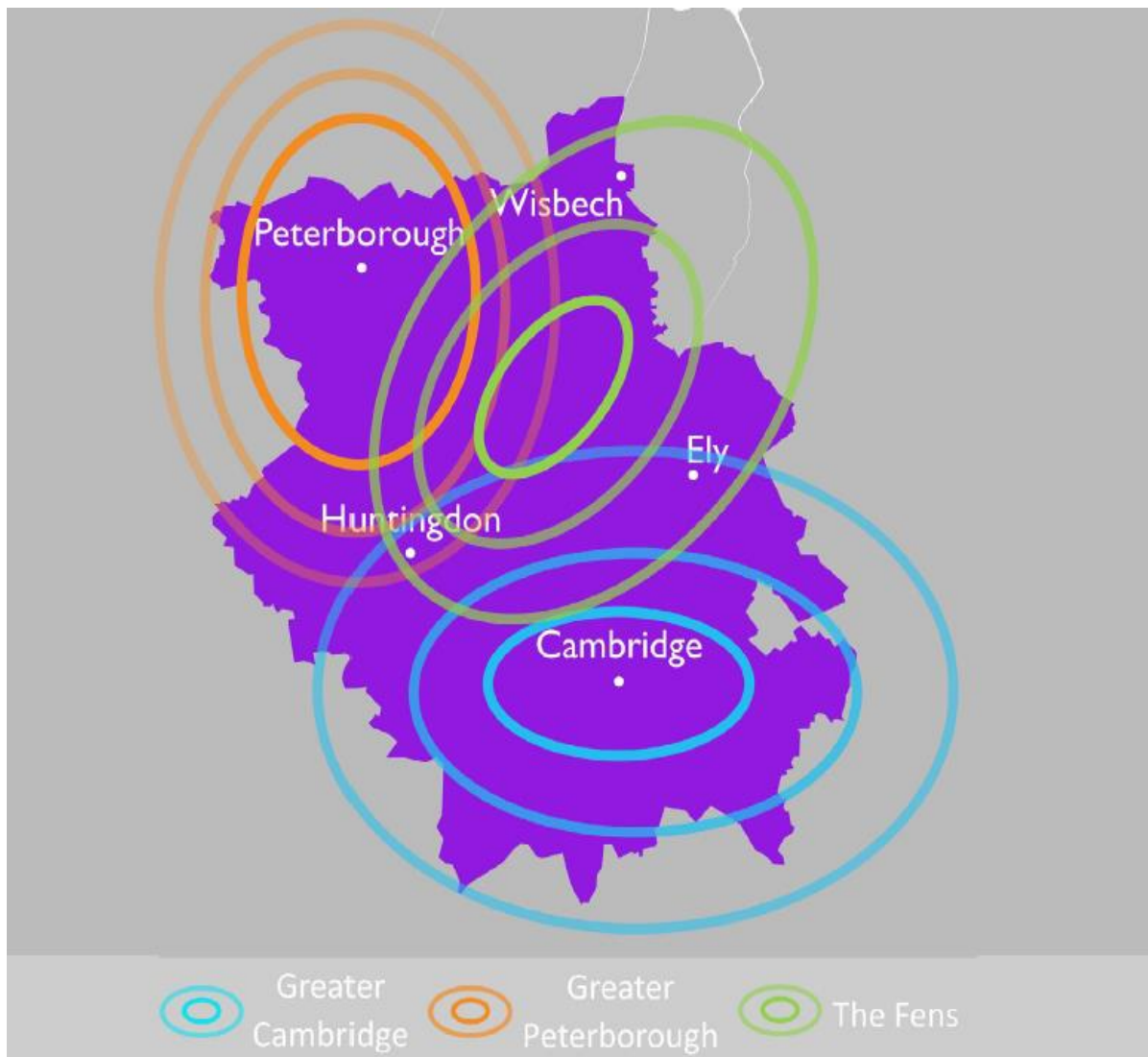
The Cambridgeshire and Peterborough Local Economic Recovery Strategy sets out the partners' current response to the crisis, as a live plan that can respond to emerging issues and impacts. This report provides insight and analysis to support the ongoing implementation and development of the approach laid out in the LERS.

1 The crisis: 18 months on

Uncertain and diverging paths to recovery in Cambridgeshire and Peterborough's sub-economies

- 1.1 This report sets out what can be known about the impacts of the Covid-19 pandemic and resulting economic crisis as of July 2021. Eighteen months into the crisis and the trajectory of the pandemic is still uncertain. But the progression of the virus itself is clearly just one uncertainty. Governments, businesses and the public are still counting the cost from the pandemic and coming to terms with how to adapt, with many difficult decisions ahead. The pandemic has altered the context for those decisions far beyond public health. It has created, accelerated or in some way modified major consumer, business political and economic trends, many of which were priorities before the pandemic and have become more urgent. Perhaps most obviously in the need to generate more productive, inclusive and greener growth to support recovery.
- 1.2 The Cambridgeshire and Peterborough Local Economic Recovery Strategy sets out the partners' current response to the crisis. This report provides insight and analysis to support the ongoing iteration and development of the approach laid out in the LERS. It does not seek to evaluate the effectiveness of the LERS in aiding local recovery and renewal.
- 1.3 A range of social and economic indicators have been volatile subject to large changes since March 2020. This has made many datasets temporarily obsolete. The full scale of the pandemic's economic impact will not be known for some time, particularly at a local (ie district) level. To compensate, our approach is to take stock of a broad range of variables which *are* currently available – on economic output, business conditions, innovation and productivity, unemployment, deprivation and others – to create a clearer understanding of the impacts so far.
- 1.4 The impacts of the crisis have varied greatly across different people and places across the country. The same is also true within Cambridgeshire and Peterborough, which contains local economies that, while overlapping and inter-connected, have different characteristics and serve different purposes (Figure 1). Our analysis seeks to draw out the different impacts on the economies within Cambridgeshire and Peterborough wherever possible.
- 1.5 This chapter of the report offers an overview of the impacts and potential implications of the crisis, beginning with the evolving public health context. Latter chapters of this report delve into the detailed impacts on the Economy and Business, and Labour Markets.

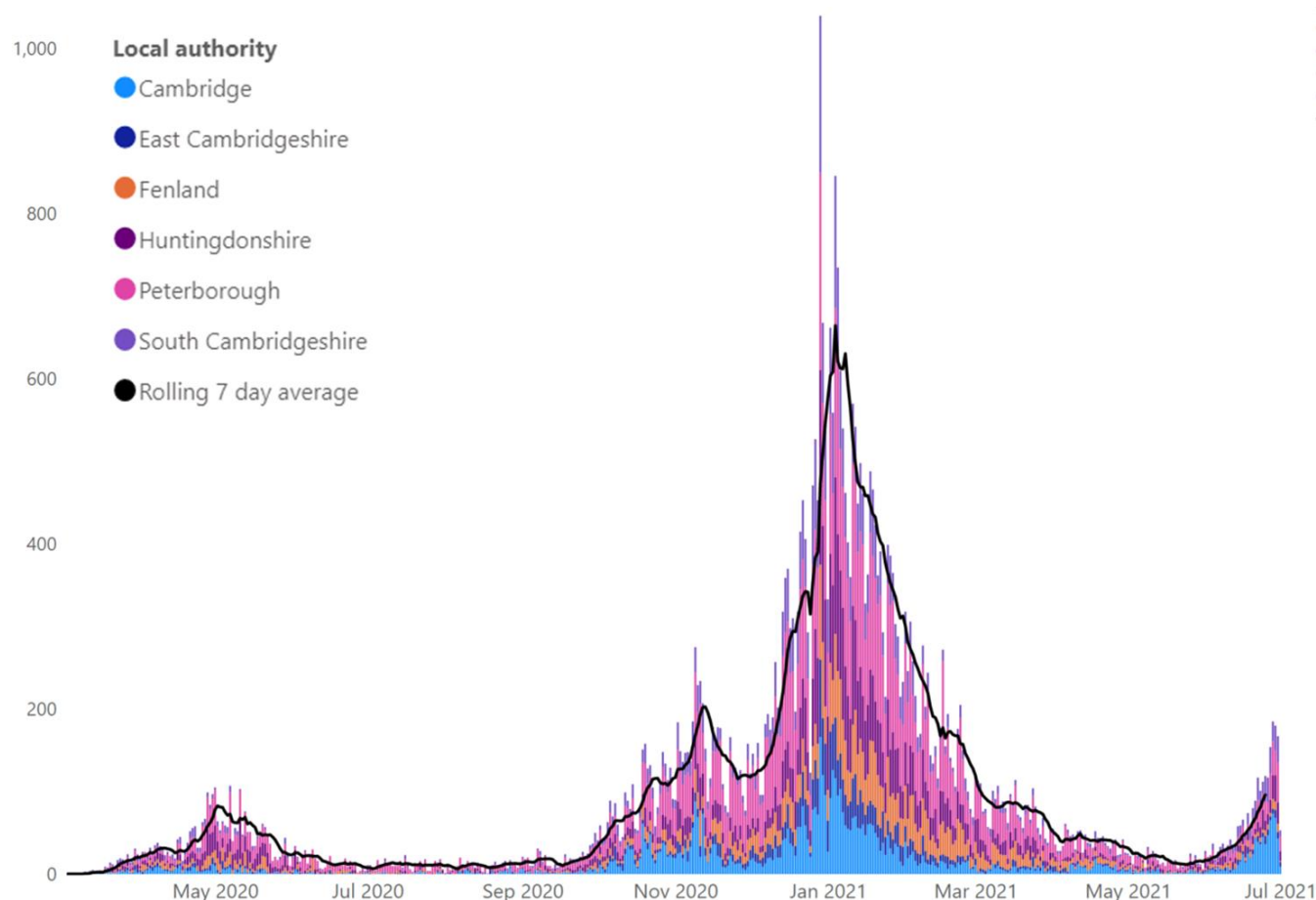
Figure 1: The three sub-economies within the Cambridgeshire and Peterborough Combined Authority



The evolving public health context

- 1.6 The public health trajectory of the pandemic remains uncertain. Despite the recent success of lockdowns and vaccines in containing the pandemic and weakening the link between cases and hospitalisations, cases are once again on the rise, with acute localised outbreaks and new variants an ongoing concern. However as at 6 July 2021 it appears likely that this pattern of continuing waves of infections, with lower hospitalisation and mortality rates will continue, alongside a growing policy push to reopen the remainder of the economy and to learning to “live with” the virus and future variants.
- 1.7 Across Cambridgeshire & Peterborough there have been 47,000 cases and 1,661 deaths, as of July 5th 2021.² Cases reached a new peak in mid-January and steadily declined until May when case numbers began to rise again, following the national pattern.

Figure 2: Confirmed Covid-19 cases by district in Cambridgeshire & Peterborough, March 2020 - 1 July 2021



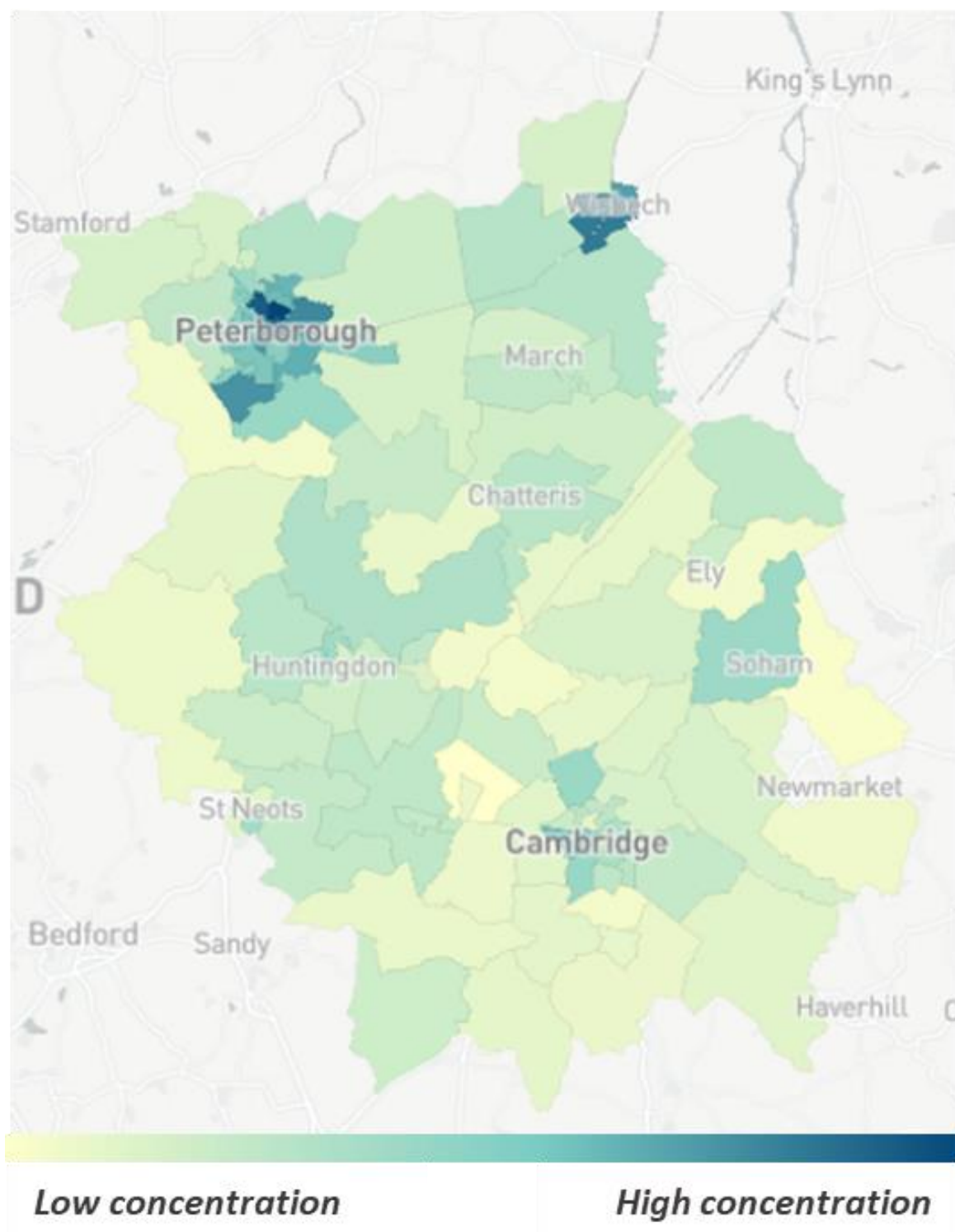
- 1.8 The map below plots cumulative Covid-19 cases by MSOA area.³ Cases are concentrated in relatively deprived urban areas, particularly in Peterborough, which

² Metro Dynamics analysis of UK Covid Dashboard Data (16th June 2021)

³ A Middle Layer Super Output Area (MSOA) is a statistical geographic area containing approximately 8,000 people, so each shaded area on the map contains roughly the same number of people.

has seen the highest absolute number of cases at 16,375 and also the highest concentration of confirmed cases, at 7,900 per 100,000 people as of July 1st 2021.

Figure 3: Total Covid-19 cases in Cambridgeshire & Peterborough by MSOA, March 2020 - June 2021



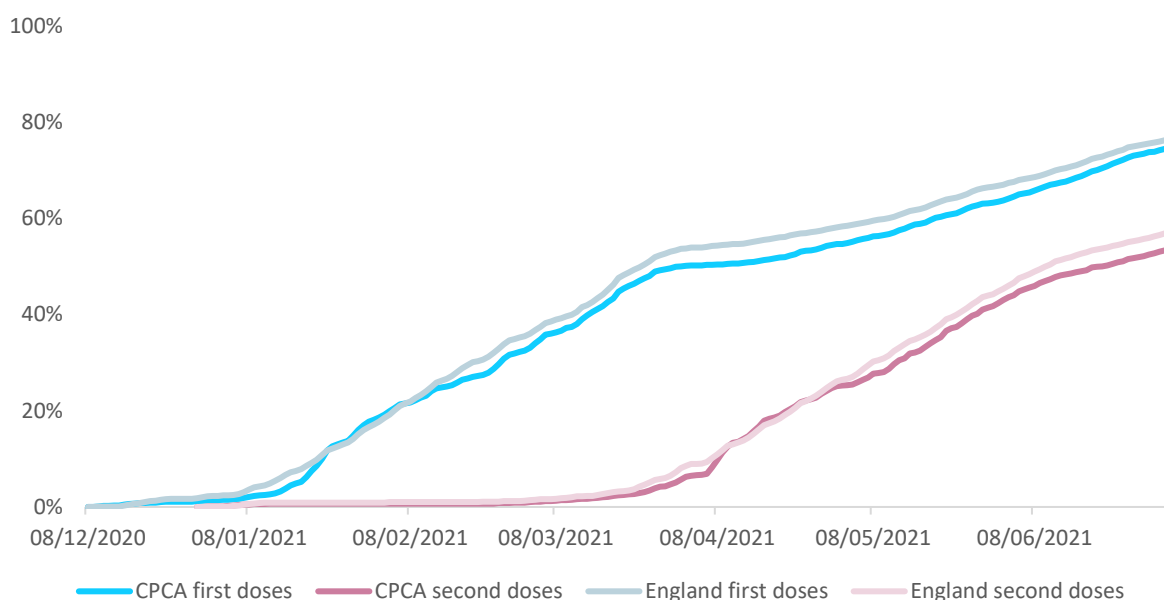
- 1.9 Higher numbers of Covid-19 cases and deaths are correlated with pre-existing areas of deprivation – particularly deprived areas in densely populated cities and towns where the virus spreads most easily. Residents on low incomes in cities and towns - including Peterborough, Wisbech, Soham, St Neots and parts of Cambridge - often

work in occupations more exposed to the virus (such as workers in health care and hospitality) and are less able to afford to take leave from work to self-isolate.

District	Rate (per 100,000 people), since March 2020 to 5 th July 2021	Cumulative cases to 5 th July 2021
Peterborough	8,160	16,375
Fenland	5,751	5,820
Cambridge	5,408	6,565
Huntingdonshire	4,734	8,303
South Cambridgeshire	4,033	6,296
East Cambridgeshire	3,584	3,181

1.10 The vaccine rollout is helping to contain the pandemic. In England, by 5th July 76% of adults had received their first dose and 57% their second; within Cambridgeshire & Peterborough 74% of adults had received their first dose and 54% their second.

Figure 4: Percentage of population on vaccine register receiving a vaccination to 5th July 2021

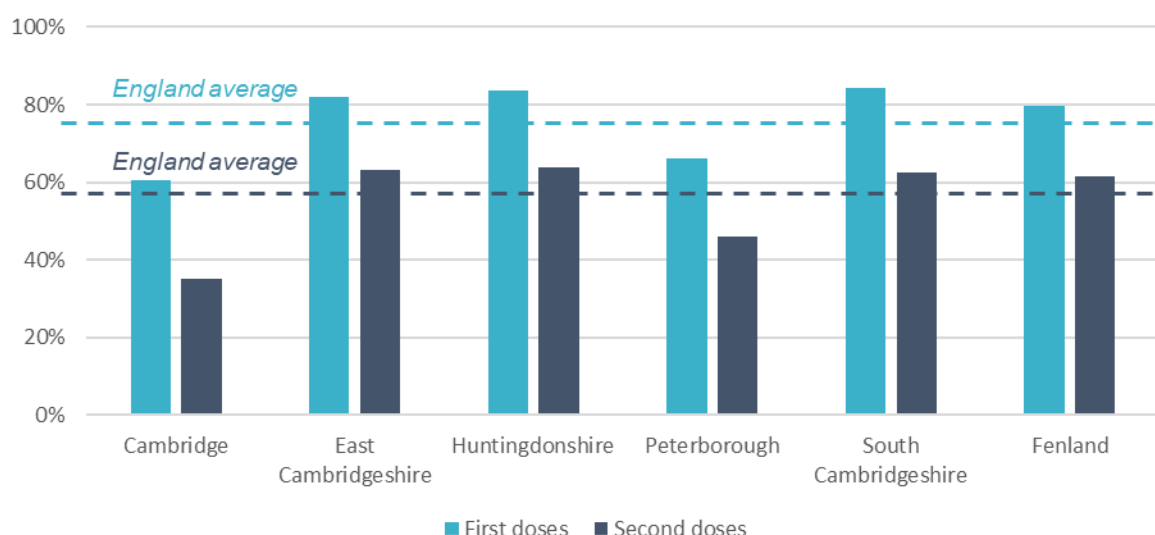


1.11 The proportion of vaccinated residents varies considerably across districts in Cambridgeshire and Peterborough, as the chart below shows.

1.12 Rates of vaccination are significantly lower in Cambridge and to a lesser extent in Peterborough than in other districts, where residents are being vaccinated at faster rates than the England average. Although potentially a cause for concern for Cambridge and Peterborough as the economy reopens and restrictions loosen, most of

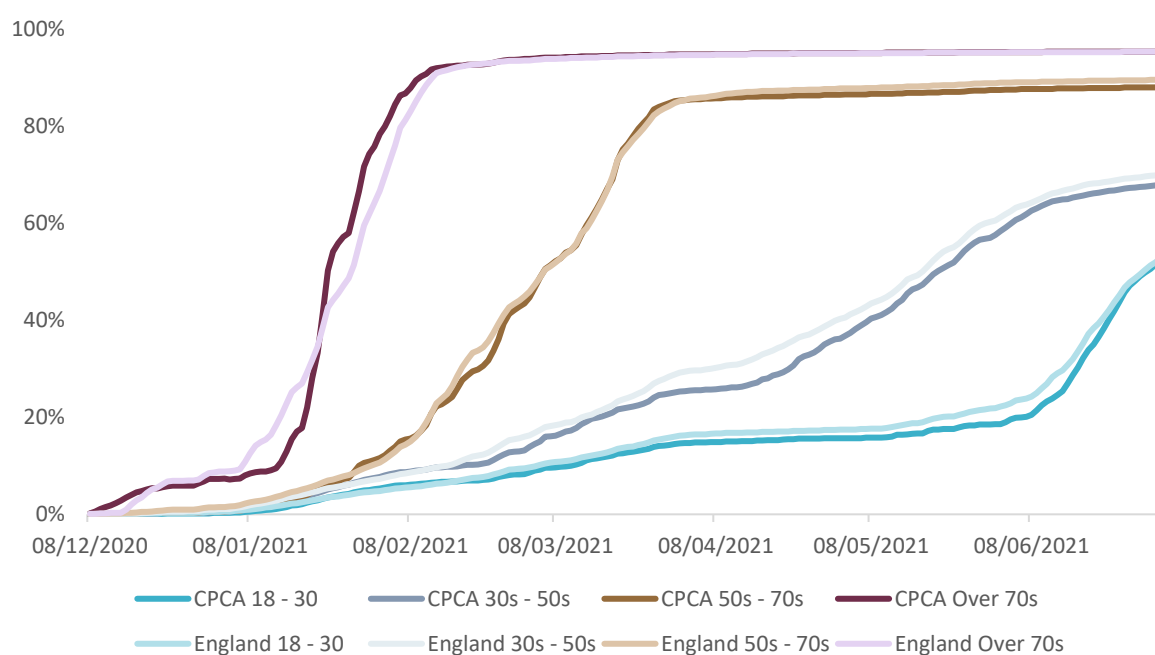
this gap is a consequence of how the vaccine rollout has occurred, with eligibility determined by age. Peterborough and Cambridge have lower median ages than other districts in the combined authority, and so more of their residents have waited to receive their vaccine. As the vaccine is now available to all adults, we should expect to see vaccination coverage increase in each place and catch up to the England average.

Figure 5: Vaccination rates by district, Cambridgeshire and Peterborough, 5th July 2021



1.13 The chart below shows how vaccines have been taken up by the population according to age groups (based on first doses administered), comparing the rollout across Cambridgeshire & Peterborough to England. It shows that when taking age into account the vaccine's rollout across Cambridgeshire & Peterborough is proceeding at a similar pace to across England.

Figure 6: Percentage of population receiving first vaccine dose by age group, CPCA and England, 5th July 2021

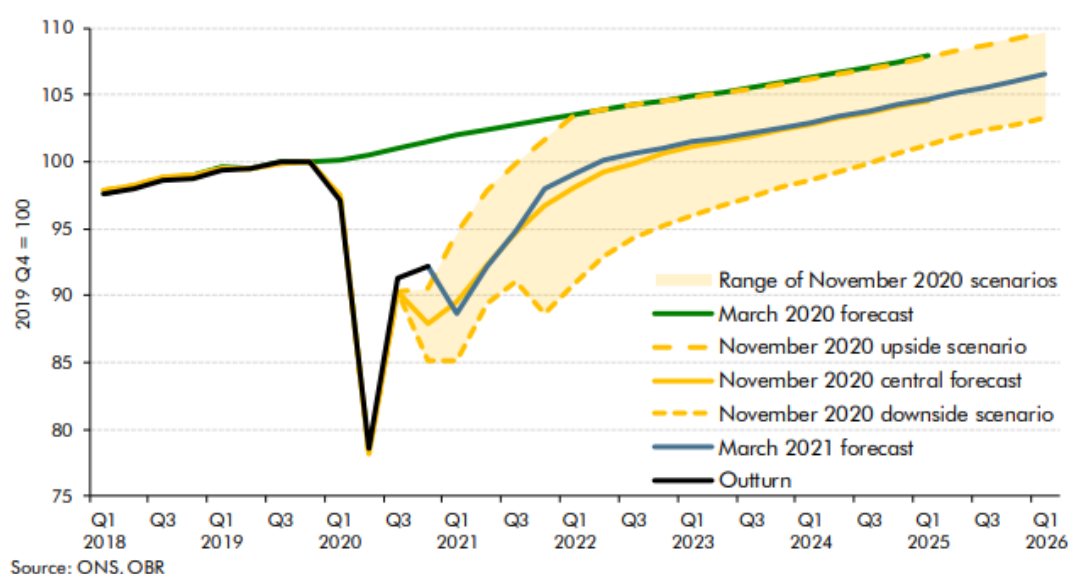


Looking ahead to the economic recovery

The economy is rebounding faster than expected but will carry long-term scars

- 1.14 Partly as a consequence of the successful vaccine rollout, projections for the UK's economic growth are being revised upwards.
- 1.15 The Office of Budget Responsibility (OBR) has cautiously increased its forecast for UK GDP growth, and now expects the UK economy to return to pre-pandemic levels sometime in 2022.⁴ That said, this faster bounce back in economic activity is not expected to translate into a fuller economic recovery. The OBR still expects the economy will be 3% smaller in 2025 than it would have been without the pandemic.

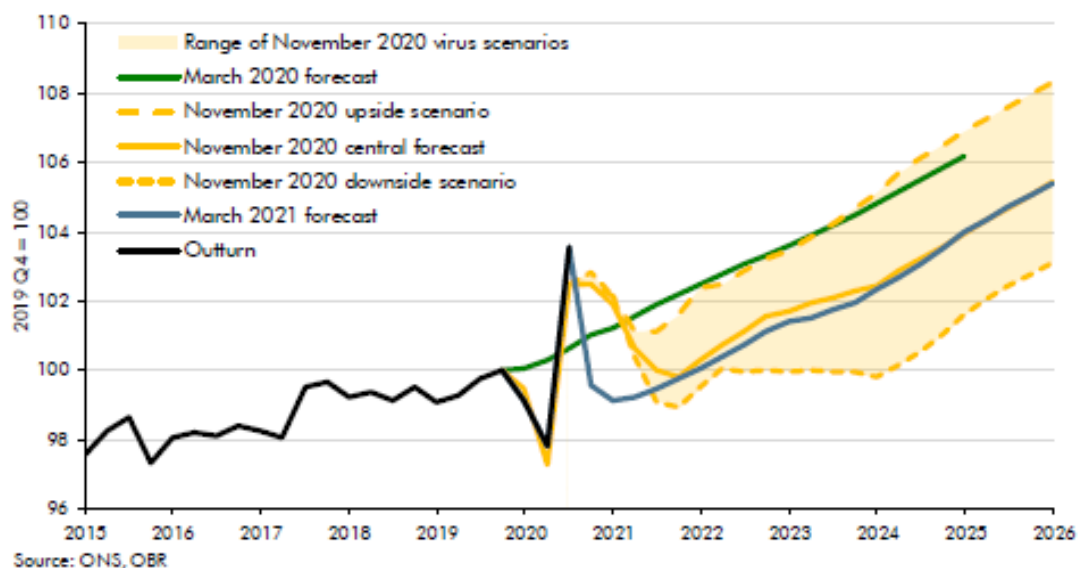
Figure 7: OBR forecast - Real GDP: central forecast and scenarios



- 1.16 Output per hour worked – a measure of productivity – has been volatile throughout the pandemic. It fell during the first national lockdown before rebounding strongly in Q3 2020, settling eventually at the end of the year broadly in line with pre-pandemic levels. This volatility has two competing causes: reduced business efficiency due to changes in work practices which reduced productivity; and the concentration of restrictions on low-productivity sectors, particularly in hospitality and entertainment, which increased productivity while reducing output.

⁴ OBR, Economic and fiscal outlook, March 2021

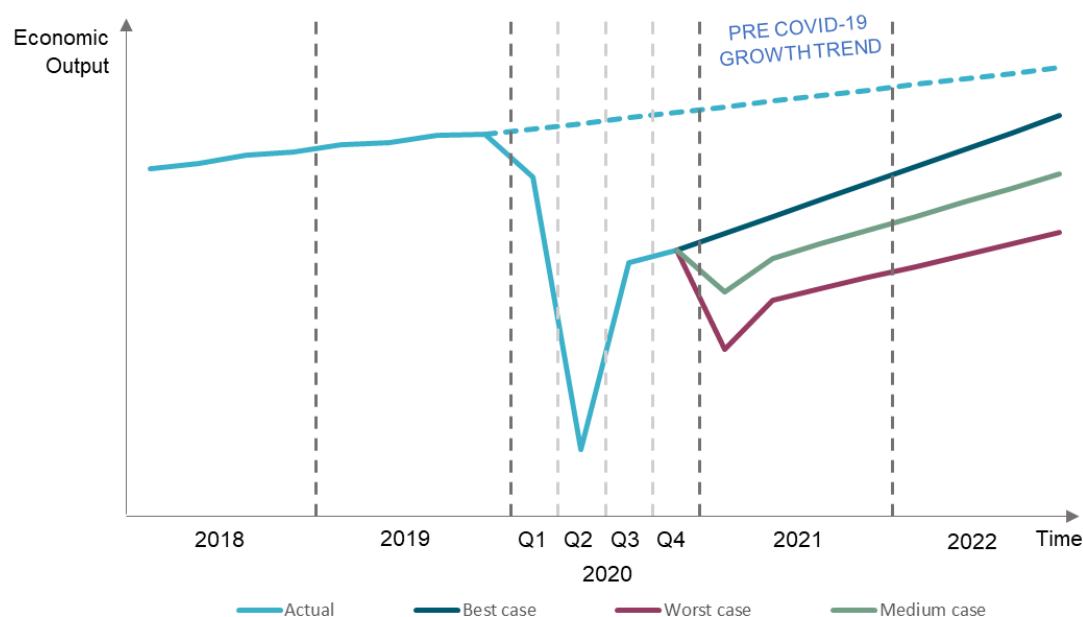
Figure 8: OBR forecasts of output per hour for UK economy



- 1.17 The OBR expects productivity to gradually recover as restrictions are eased and business investment rises. However, the OBR does not project productivity will increase at rates faster than before the pandemic, and in the medium term, productivity remains 2% below pre-pandemic forecasts.⁵
- 1.18 The Cambridgeshire and Peterborough Local Economic Recovery Strategy (LERS) sets out the rolling plan for accelerating the recovery, rebound and renewal of the economy, helping people affected and achieving the region's ambition to double GVA by 2042. The LERS is designed as a living document and was last refreshed in March 2021. It considers a range of scenarios for how economic output may recover across the region, as shown in the chart below. Early indications, based on national economic figures including the OBR forecasts, are that the economic recovery is proceeding broadly according to the 'medium case' scenario.

⁵ OBR, Economic and fiscal outlook, March 2021

Figure 9: Scenarios for economic output across Cambridgeshire and Peterborough in the LERS



Public interventions have so far prevented worst-case scenarios but there are many challenges still to come

- 1.19 The second quarter of 2020 saw the UK economy contract by the most it has in 300 years. Enormous public expenditure – at a quantity presumed unworkable before the pandemic – has been required to limit the damage to the economy and labour markets, and to substitute for massive reductions in household consumption and business investment. In total, the OBR estimates that UK Government spending on support measures associated with the pandemic, including support to workers and businesses, will cost £344 billion over 2020/21 and 2021/22.⁶
- 1.20 This support has protected millions of households from the worst economic impacts of the pandemic, principally through the Coronavirus Job Retention Scheme (CJRS, ‘furlough’) and Self Employment Income Support Scheme and increases to the rates for Universal Credit and Working Tax Credits. Across Cambridgeshire and Peterborough nearly 40,000 workers were still furloughed at the beginning of May 2021 and at least 30,000 more people are on Universal Credit now than before the pandemic.⁷ The furlough scheme is expected to come to an end by October, with support tapering off before then, and the £20 a week increase to Universal Credit is expected to end in October also.
- 1.21 Despite this support, the overall impact of the crisis is a deeply unequal one, and while people have been less severely affected than would have been the case without intervention, the effects have fallen disproportionately on the poorest in society.
- 1.22 Looking at the spatial distribution of impacts within Cambridgeshire and Peterborough (see maps, Figure 11) we see a clear correlation between areas of pre-existing deprivation and the incidence of Covid-19 cases and deaths, as well as

⁶ <https://obr.uk/box/the-rising-cost-of-the-coronavirus-policy-response-2/>

⁷ Meto Dynamics analysis of DWP data

correlated increases in new Universal Credit claims. The pattern is most pronounced in the city of Peterborough and the market town of Wisbech in Fenland, where relatively high levels of deprivation are matched by relatively high levels of Covid-19 cases and deaths and increases in Universal Credit claims.

- 1.23 The withdrawal of Covid-19 public support could coincide with reductions in public services elsewhere as Government seeks to reduce overall expenditure. Meanwhile, in the private sector the focus will be on productivity gains and capitalising on innovation which the pandemic has facilitated - such as remote management of employees and a shift to online retail, with the potential for some lower-skilled workers to be displaced from the labour market as a result. The unequal impacts of the crisis seem likely to spill over into an unequal recovery, with deprived people and places again disproportionately the most affected.

The unequal impacts of the crisis are likely to result in an unequal recovery, too

- 1.24 Population health is strongly influenced by the amount and distribution of wealth across that population. For example, higher Gross Domestic Product (GDP) positively influences life expectancy across the population, while income inequality is associated with reduced life expectancy. UK income inequality is high by international standards and has been since the 1990s. The effects of this can be seen even within Cambridgeshire and Peterborough, where male life expectancy in Peterborough (a relatively deprived city) is more than four years lower than in South Cambridgeshire, and 1.5 years lower than the average across England. We also know that in some particularly deprived areas within the city average life expectancy is below retirement age.⁸
- 1.25 In this light, the crisis is of particular concern because it will widen economic inequalities across Cambridgeshire and Peterborough in the long-term, including along gender, ethnicity, age, and geographic lines (see maps, Figure 11). Groups likely to be particularly impacted are single parents, households where children are in receipt of free school meals, people from some ethnic minority backgrounds, and those living in economically deprived areas.⁹ The pandemic has also had unequal impacts across generations, with young people disproportionately likely to have become unemployed or underemployed as a result of the crisis.¹⁰
- 1.26 Research by the Institute for Fiscal Studies suggests that workers whose livelihoods look most at-risk already tended to have relatively low incomes, and were relatively likely to be in poverty, prior to the onset of the pandemic. On the whole, lower income households have responded to the crisis by spending the savings they had on necessities such as housing and food, while higher income households saw their

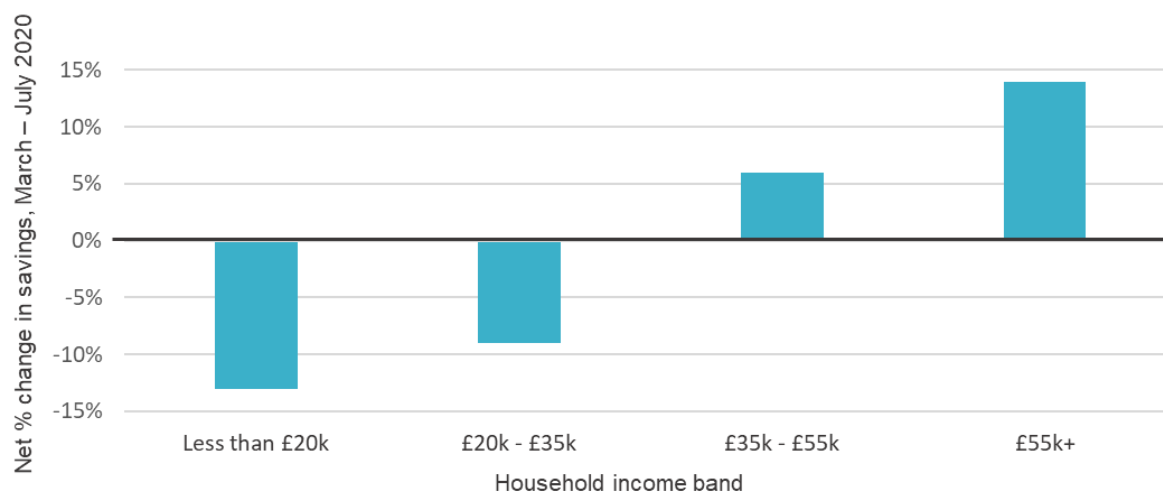
⁸ Cambridgeshire Insights: Health and Wellbeing

⁹ UK Parliament – Horizon Scanning – Economic inequality and recovery, April 2021

¹⁰ House of Commons Library, Youth Unemployment Statistics, June 2021

savings grow, partly as a result of limited opportunities for discretionary spending on hospitality, entertainment and travel.¹¹

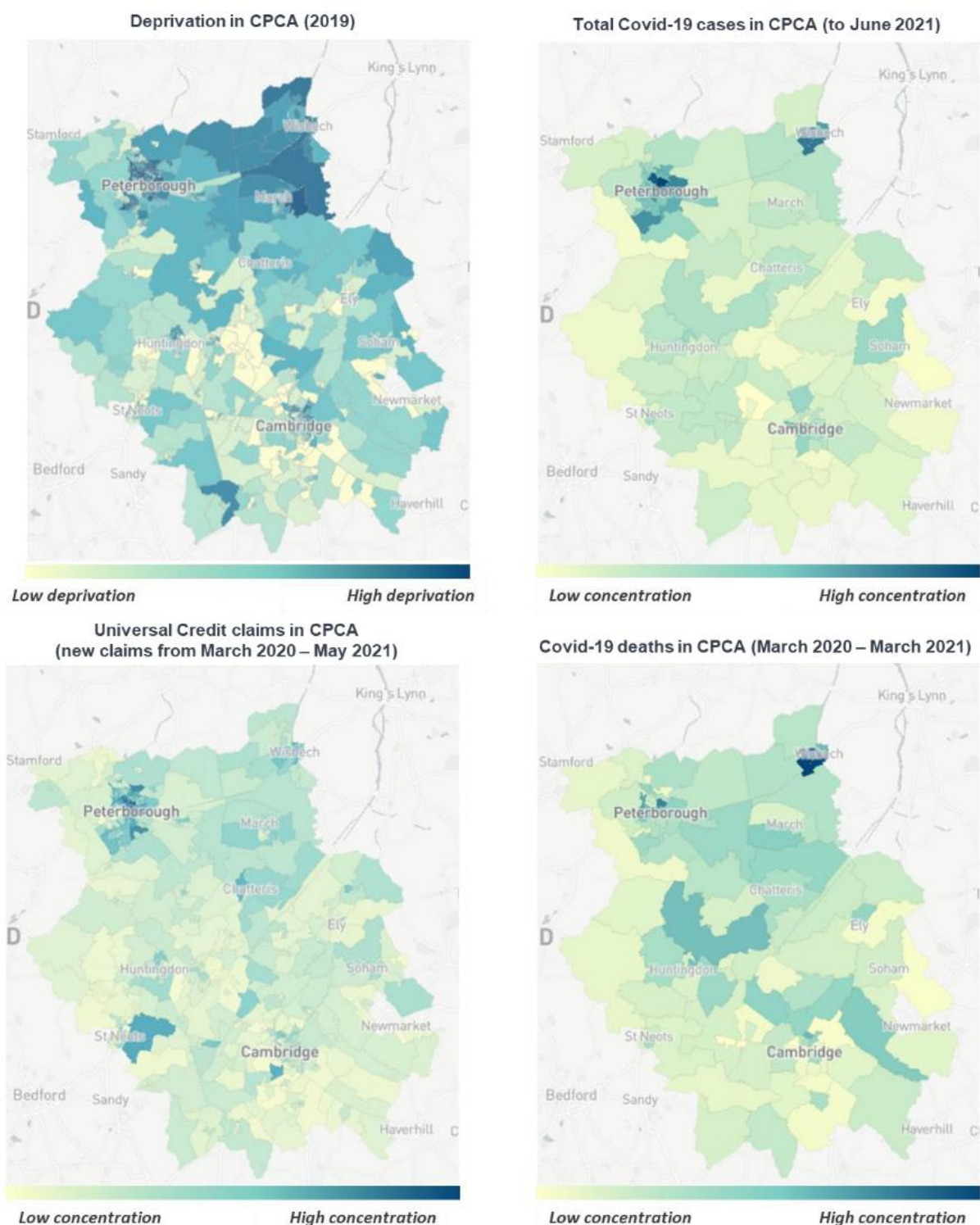
Figure 10: Net balance of UK households reporting changes in savings due to Covid-19, March - July 2020



1.27 Projected increases in income inequality are likely to compound demand pressures on public services caused. This may be particularly an issue for Peterborough, which already sees higher levels of deprivation and pressure on services.

¹¹ Bank of England Monetary Policy Report, August 2020

Figure 11: Unequal health impacts and outcomes: Correlation between deprivation, Covid-19 cases, UC claims and Covid-19 deaths, Cambridgeshire & Peterborough



2 Detailed impacts: Economy and Business

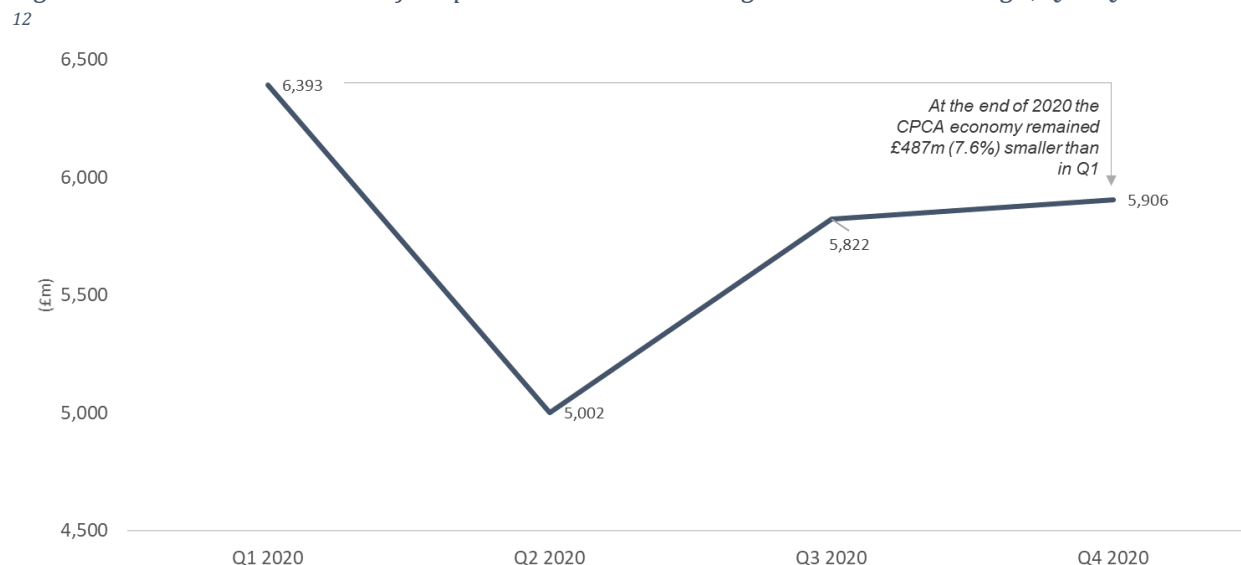
- 2.1 Before the pandemic, the Cambridgeshire & Peterborough economy had been growing faster than the UK since the 2009 recession. Cambridge in particular recovered the economic value lost during the 2008/09 recession much faster than other areas, with further strong growth in South Cambridgeshire & Peterborough from 2015/16 onwards. The circumstances of the post Covid-19, post-Brexit era are different to the aftermath of 2008/09, with new opportunities for growth.
- 2.2 This chapter provides detail on the crisis' impacts on the economy and businesses, covering the topics listed in the table below.

Topic	Impacts Assessed
Impact on economic output	<ul style="list-style-type: none"> • Output loss over 2020 for Cambridgeshire & Peterborough • Impacts across the sub-economies • Sector impacts
Business conditions	<ul style="list-style-type: none"> • Business profitability, cash reserves and trading status • New business creations and entrepreneurial activity
Innovation and productivity	<ul style="list-style-type: none"> • Business process and product innovation • Rising productivity
Emerging impacts of changing trade relations	<ul style="list-style-type: none"> • Latest trade figures

Economic output

- 2.3 Despite resurgences of the virus and ongoing lockdowns economic activity gradually increased over the course of 2020 from lows recorded in April, as businesses, workers and consumers adapted.
- 2.4 A sustained economic recovery is now also underway within Cambridgeshire & Peterborough, though at the end of 2020 the economy remained 7.6% smaller than it was before the onset of the pandemic – a near £500m fall in output.

Figure 12: Modelled estimates of output loss across Cambridgeshire & Peterborough, Q1 - Q4 2020

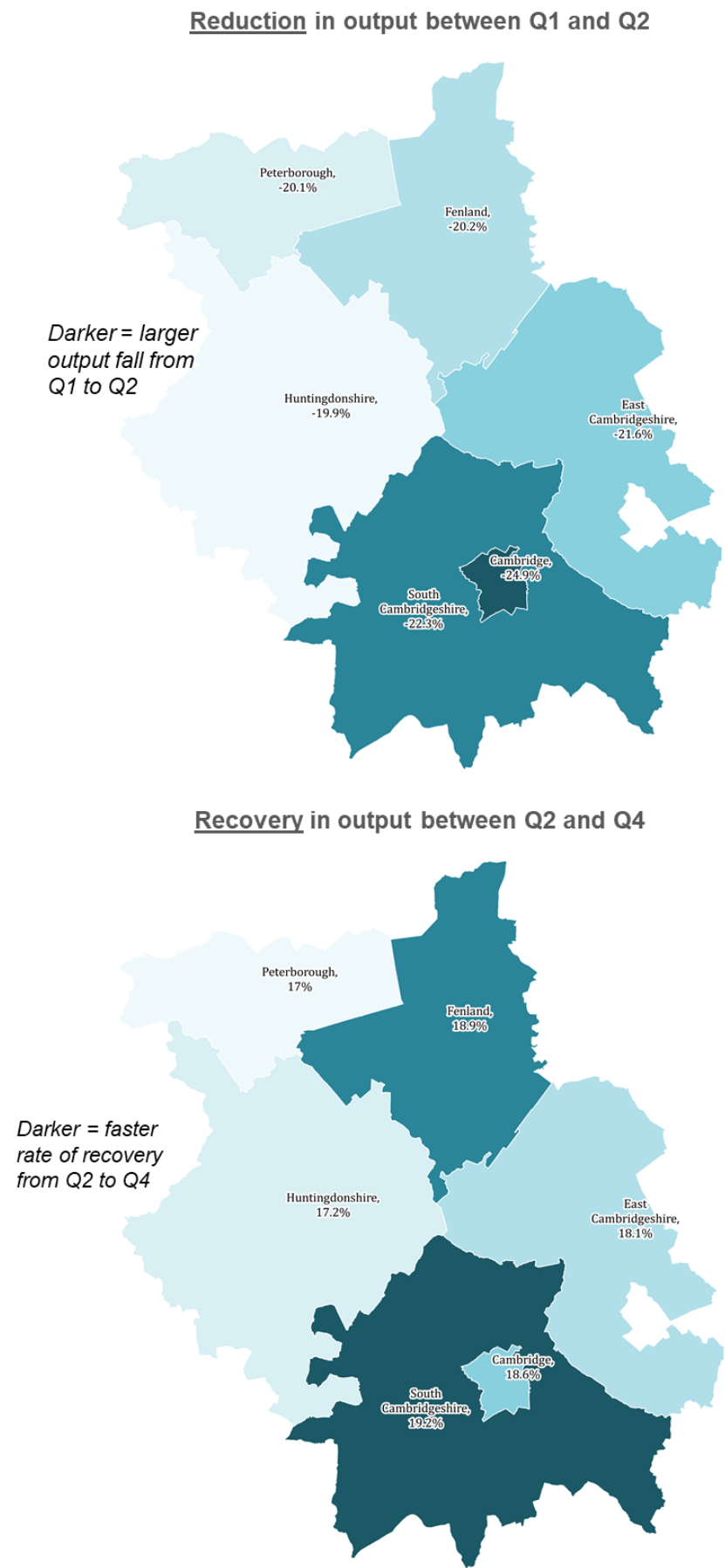


- 2.5 At the onset of the crisis output fell fastest in Cambridge, followed by South Cambridgeshire, based on modelled estimates of the crisis' economic impact and driven by falls in output across the professional, scientific and technical sector, education, and hospitality and entertainment. Based on these modelled estimates Cambridge has also been the slowest of the districts to recover.
- 2.6 Meanwhile, Fenland, Peterborough and Huntingdonshire were relatively less affected, partly due to the insulating effects of larger agricultural, construction and manufacturing industries, where more businesses were able to continue operating at close-to-normal levels of output.

¹² These modelled estimates of economic output loss in Cambridgeshire & Peterborough are based on ONS GDP quarterly estimates for sectors, which are national figures. To model the impact on the Cambridgeshire & Peterborough economy we have applied the ONS figures for national quarterly sector output change to the sectoral make-up of the Cambridgeshire & Peterborough economy. This approach, which is taken in order to estimate the local (rather than national) economic impact of Covid-19, assumes that sectors are homogenous, and that there is nothing distinct about sectors in Cambridgeshire & Peterborough which means the impacts of the pandemic on them would be different from the impacts nationally. Of course, in practice this is not the case and Cambridgeshire & Peterborough is a distinct economy home to uniquely strong and innovative businesses, particularly in the Greater Cambridge sub-economy. Therefore to the extent there is difference between the national and local paths of economic recovery, they are driven by differences in the sector mix in Cambridgeshire & Peterborough compared to nationally. The same methodology can be applied to districts within Cambridgeshire & Peterborough to model the impact on economic output in each.

District	Q1 output (£m)	Q4 output (£m)	% change
Cambridge	1,492	1,330	-10.9%
South Cambridgeshire	1,335	1,236	-7.4%
East Cambridgeshire	459	425	-7.4%
Peterborough	1,588	1,485	-6.5%
Huntingdonshire	1,074	1,008	-6.1%
Fenland	445	422	-5.2%

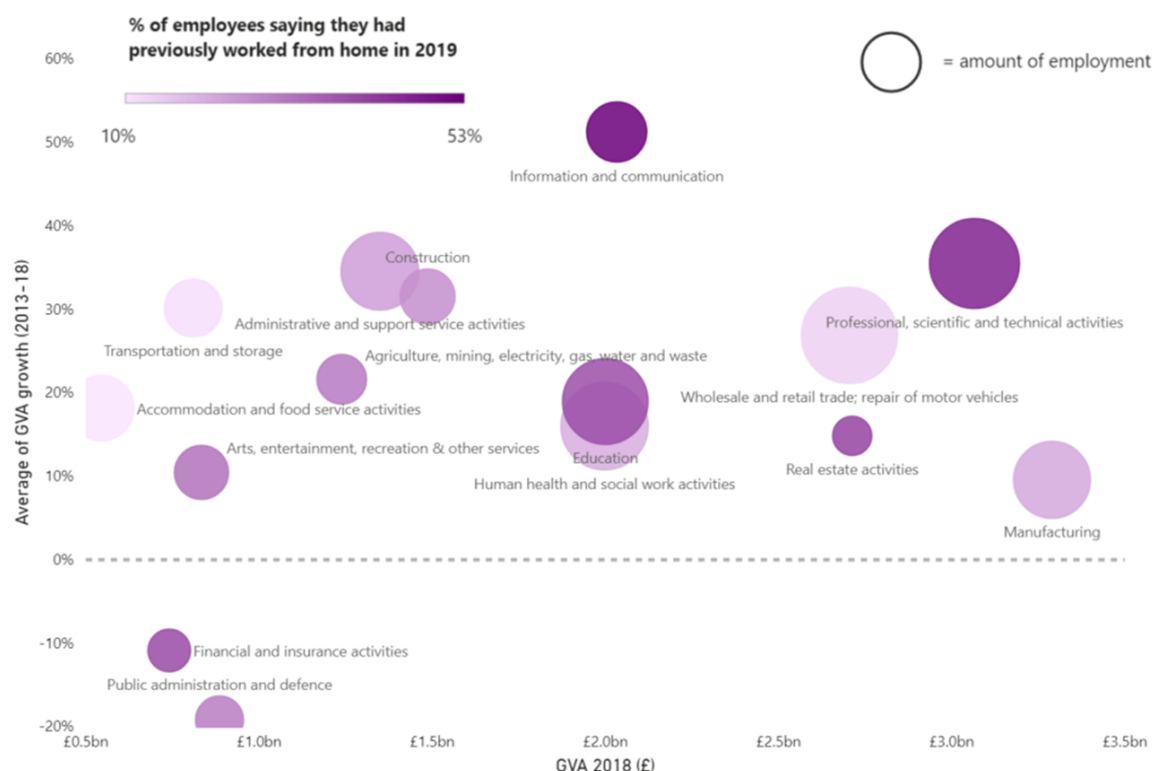
Figure 13: Modelled estimates of output loss / recovery by district in 2020



Sector recovery pathways

- 2.7 Growth across Cambridgeshire and Peterborough prior to the pandemic was led by the four priority sectors identified in the Cambridgeshire & Peterborough Local Industrial Strategy (LIS): Life Sciences, Digital and AI, Advanced Manufacturing and Materials, and Agri-Tech. These sectors are central to the UK's strategy of building back a better, greener economy post Covid-19, and all forecast strong future growth globally and within Cambridgeshire and Peterborough.
- 2.8 Businesses in these knowledge-intensive sectors have largely been able to adapt and continue operating over the past 18 months by shifting their workforces to remote working practices. Higher-skilled workers in these industries have been largely insulated from the economic effects of the crisis, even as work practices have changed significantly to accommodate remote working. Across Cambridgeshire and Peterborough 38% of workers are able to work from home, from 28% in Fenland to 46% in Cambridge.¹³ Rates of homeworking across districts are influenced by the relative concentration of knowledge-intensive industries there. One trend to watch closely in the coming months as restrictions are eased is the extent to which workers return to offices, and the proportion of workers who can that adopt a 'hybrid' approach to work, splitting their time between the office for collaboration and home for focus.

Figure 14: Working from home in UK sectors, by Cambridgeshire & Peterborough GVA, GVA growth and employment



¹³ Metro Dynamics analysis of De Fraja, Matheson, and Rockey (2021). Labour market and population data from ONS.

- 2.9 The OBR Economic and Fiscal Outlook March 2021 shows OBR short-term output growth assumptions up to June 2021 when only a baseline level of public health restrictions remain of some voluntary distancing and residual office restrictions.

Figure 15: OBR forecasts for sector output, March 2021 Economic and Fiscal Outlook

Sector	Per cent				Weight in whole economy
	Change in GDP relative to January 2020				
	April 2020	November 2020	January 2021	June 2021	
Accommodation and food services	-90	-64	-71	-20	2.9
Other services	-47	-35	-45	-22	3.7
Construction	-43	-1	-6	-4	6.4
Transportation	-37	-15	-23	-18	4.0
Wholesale and retail	-36	-4	-10	-2	10.4
Administrative and support	-35	-19	-19	-19	5.3
Education	-35	-7	-19	-6	5.7
Manufacturing	-30	-3	-4	-5	10.1
Human health	-26	-2	-8	2	7.5
Agriculture	-17	-11	-11	-11	0.6
Professional, scientific and technical	-17	-5	-5	-5	7.7
Information and communication	-10	-6	-8	-6	6.6
Energy, water and mining	-9	-7	-7	-4	3.8
Finance and insurance	-5	-3	-3	-2	6.8
Real estate	-2	-2	-2	-2	13.5
Public admin and defence	1	2	2	2	4.9
Total	-24	-8	-11	-6	100

- 2.10 The OBR's analysis indicates a moderate recovery has occurred in knowledge-intensive sectors such as the Professional, Scientific and Technical sector (58,000 workers in Cambridgeshire & Peterborough), which includes Life Sciences, and Information and Communication (23,000 workers), which includes Digital & IT. These sectors experienced relatively small falls in output in the early stages of the pandemic as fewer businesses had to shut completely and experienced a strong recovery in the final quarter of 2020. However, at a national level the sectors did not carry that momentum into the new year, with output in the first six months of 2021 hovering around levels 5% lower than before the pandemic, subdued by ongoing lockdowns and disruptions to trade.
- 2.11 The most significant effects of the pandemic have been on retail, hospitality and entertainment businesses. Particularly impacted by lockdown restrictions and having to adapt fast to trends in consumer habits, market structure and technology, we are nevertheless seeing signs of recovery in these sectors. Innovation, adaptation and investment have helped businesses in the sector reopen safely, from revamped websites and QR codes in cafes for ordering, to investment in outdoor dining spaces and the pedestrianisation of whole streets.
- 2.12 These pandemic-induced new features in retail and hospitality businesses may become lasting fixtures, in response to how the pandemic has amplified trends that were already influencing these businesses. For example, across the UK online retail as

a proportion of total retail steadily increased from 10% in 2011 to 20% in January 2020. By January 2021 online retail represented 36% of all retail.¹⁴

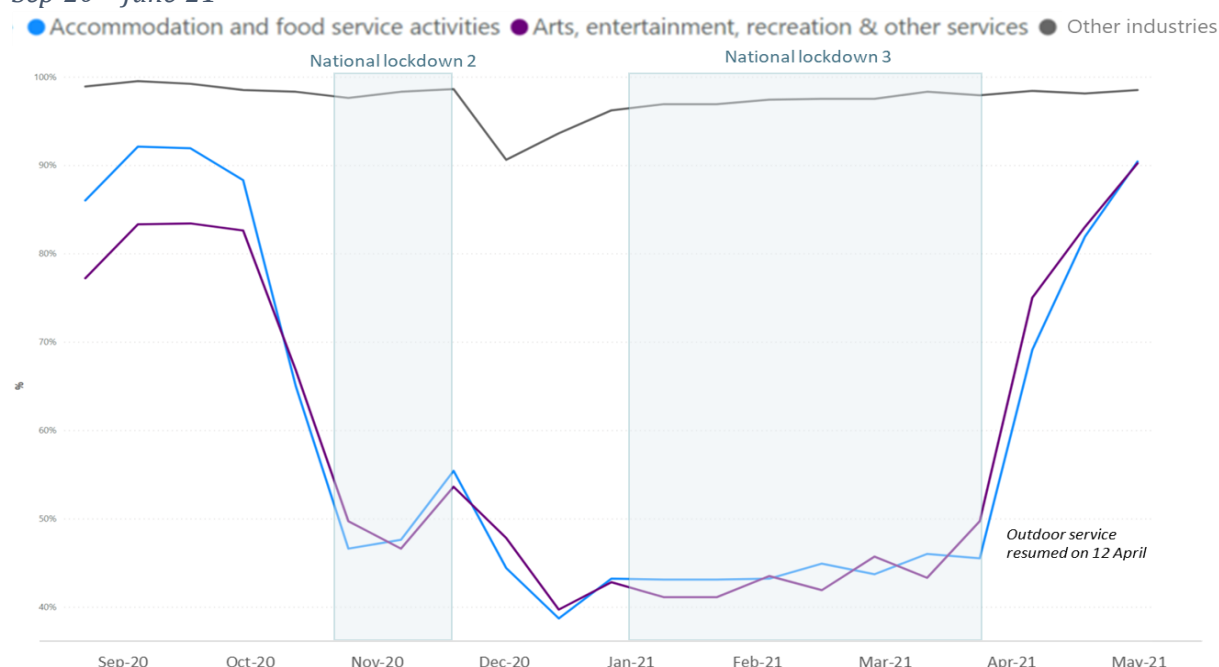
- 2.13 Prior to the pandemic 104,00 people in Cambridgeshire and Peterborough were employed in entertainment, hospitality and retail sectors – around one in four workers. Job losses in early stages of the pandemic were concentrated in these sectors, though many businesses are now reporting difficulties hiring staff, with a particular challenge in filling jobs previously commonly held by workers from the EU and elsewhere.¹⁵

Business conditions

Trading status and profitability

- 2.14 As business and consumer confidence has grown trading conditions have gradually improved, and more than 90% of businesses are now trading, based on the June 2021 ONS BICS survey of national businesses. Businesses outside of the hospitality and entertainment sectors have largely found ways to continue trading during lockdowns, and as restrictions have eased hospitality and entertainment businesses have been able to resume trading also.
- 2.15 Despite recent improvements in the proportion of businesses trading, many companies were trading below their usual capacity, with 31% of businesses reporting turnover lower than normal.

Figure 16: Trading status of hospitality / entertainment sectors, and all other sectors combined, Sep-20 – June-21



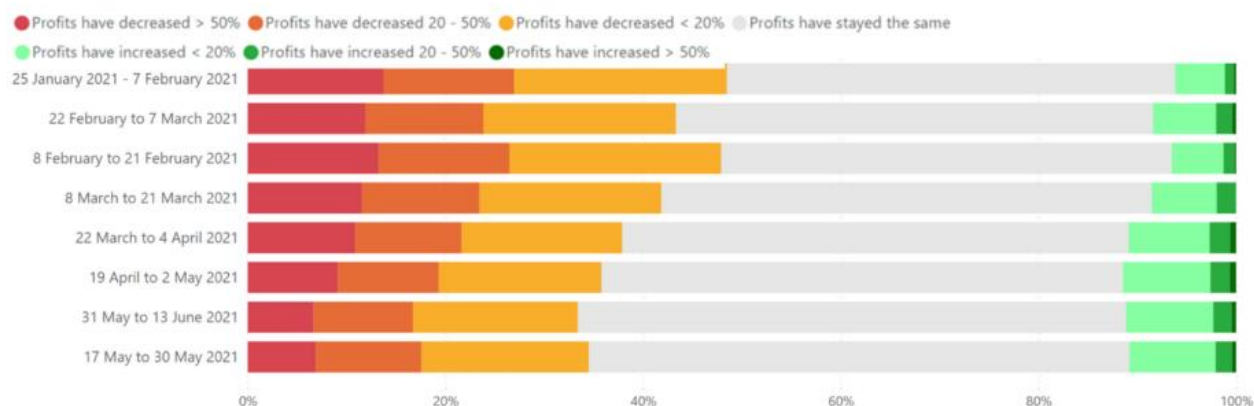
- 2.16 Business profitability has been slowly improving over 2021. The number of businesses reporting reduced profits relative to before the pandemic has decreased

¹⁴ CACI (2019); ONS Retail Sales data (February 2021)

¹⁵ CBI, June 2021: <https://www.cbi.org.uk/articles/we-face-a-perfect-storm-of-staff-shortages/>

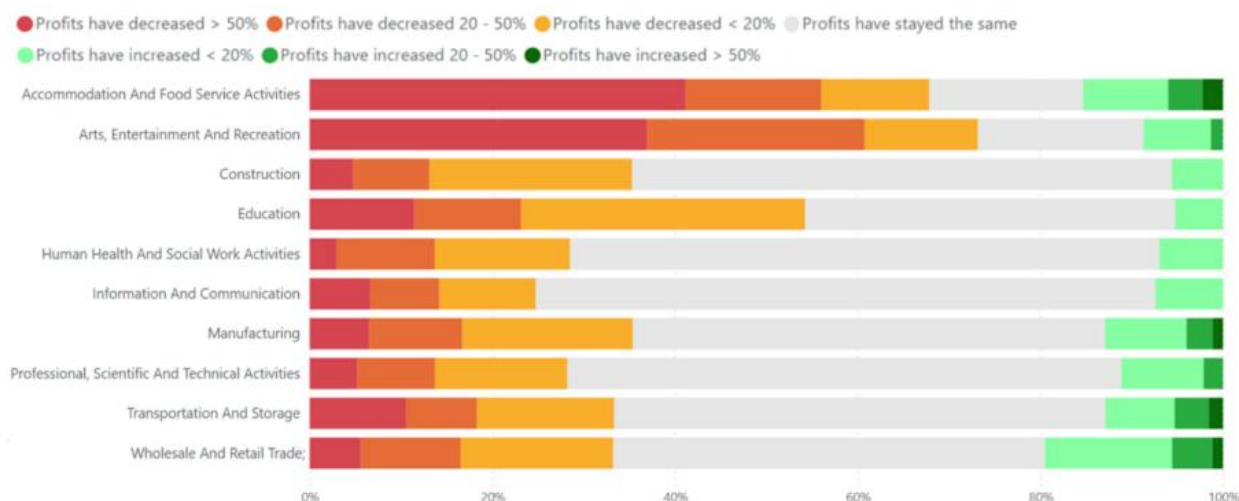
from more than 50% in January of this year to 35% in May. At the same time, there has been a small increase in the number of businesses reporting increased profitability compared to pre-pandemic levels, increasing from 5% of businesses in January to 15% in May.¹⁶

Figure 17: Business profitability, January – May 2021, ONS BICS. Excludes 'unsure' responses.



2.17 This whole-of-economy view doesn't capture the significant variance between sectors, however. Most businesses across most sectors report reduced profitability, but particularly so for the hospitality and entertainment sectors, where businesses are also much more likely to report profits decreasing by more than 50%.¹⁷

Figure 18: Business profitability by sector, 19 April - 2 May 2021. ONS BICS. Excludes 'unsure' responses.



2.18 Businesses will look to recoup losses over the course of 2021 as patrons return, but much revenue which has been lost cannot be recovered and many businesses now find themselves with more debt and reduced turnover at a time when Government support is tapering off.

¹⁶ Metro Dynamics analysis of ONS BICS, June 2021

¹⁷ Metro Dynamics analysis of ONS BICS, June 2021

New business creation

- 2.19 The Centre for Entrepreneurs (CFE) Business Startup Index¹⁸ uses Companies House data to track business formations in the UK by postcode and can be used to gauge the state of entrepreneurial activity in places.
- 2.20 This index does not include business closures, and so the figures it presents are for gross business creation, rather than net business growth. In this sense it is possible that what looks like rapid growth in business formations in some places may be a sign of churn in the business base as business owners close one business and start another, rather than an indicator of net business growth. It may also be affected by workers who have been made redundant during the pandemic opting to start their own enterprise.
- 2.21 The index shows that nationally business formations reached a new record of 772,002 in 2020, growing 13.25% since 2019. Cambridgeshire and Peterborough saw 7,600 new business formations in 2020, an 11.3% increase on the 2019 rate.
- 2.22 Analysis of month-on-month changes throughout 2020 in business formations illustrates the path of the UK economy over the course of the year. January saw 0.6% fewer businesses launched than in 2019. By April as lockdown took hold, formations had fallen 29% year-on-year. But in June as the first national lockdown was lifted business formations soared, and continue to grow strongly throughout 2020, averaging 47% across the UK. Business formations in the East of England broadly followed the UK trend.

Figure 19: Month on month change in business formations, 2020, East of England and UK, CFE Business Startup Index



- 2.23 The CFE notes evidence of a new 'Covid economy':

- The pandemic has led to major increases in manufacturing and retail of medical equipment, pharmaceutical goods, specialist clothing and PPE, and cleaning

¹⁸ <https://centreforentrepreneurs.org/cfe-research/business-startup-index/>

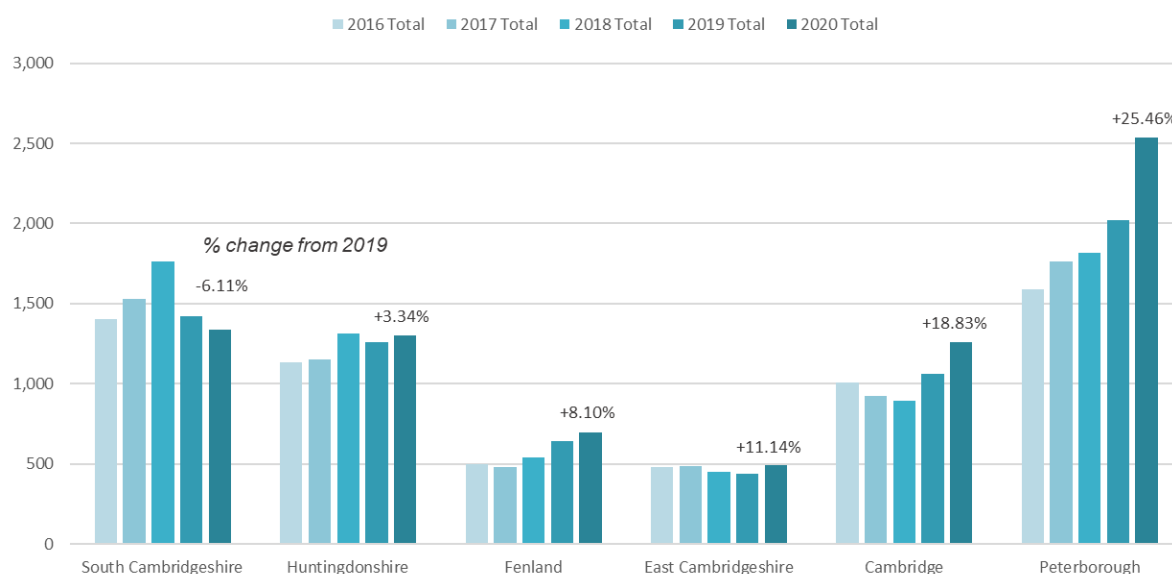
supplies. 222 company names established throughout the UK featured the word 'Covid', 185 'PPE', and 32 'Coronavirus'.

- Consumer businesses increased significantly, with business start-ups in the wholesale and retail industry 60% higher than in 2019. Online retail start-ups more than doubled to 43,000 businesses nationally.
- Restrictions dampened activity in the hospitality and entertainment sectors. Rates of new business formation for clubs, pubs, hotels, and restaurants all fell in 2020, as did conference organisers and tour operators. However, takeaway food shops and mobile food stands grew significantly, as diners moved outside and into parks. And with international travel restricted, many new camp sites, chalets, guest houses and B&Bs launched to cater for UK holidays.

2.24 Looking specifically at districts in Cambridgeshire & Peterborough we see varying patterns of entrepreneurial activity, with business formations concentrated in Peterborough (+25% on 2019) and also in Cambridge (+19%). Although caution should be taken in interpreting these figures without also knowing the number of business closures, in Peterborough we do see a pattern of sustained business growth over time which the pandemic appears not to have interrupted.

2.25 In South Cambridgeshire, however, after a peak of new business formations in 2018 there has been a slight decline since, continuing into 2020 with a 6% fall in business creations.

Figure 20: five year rates of business formations by Cambridgeshire & Peterborough district



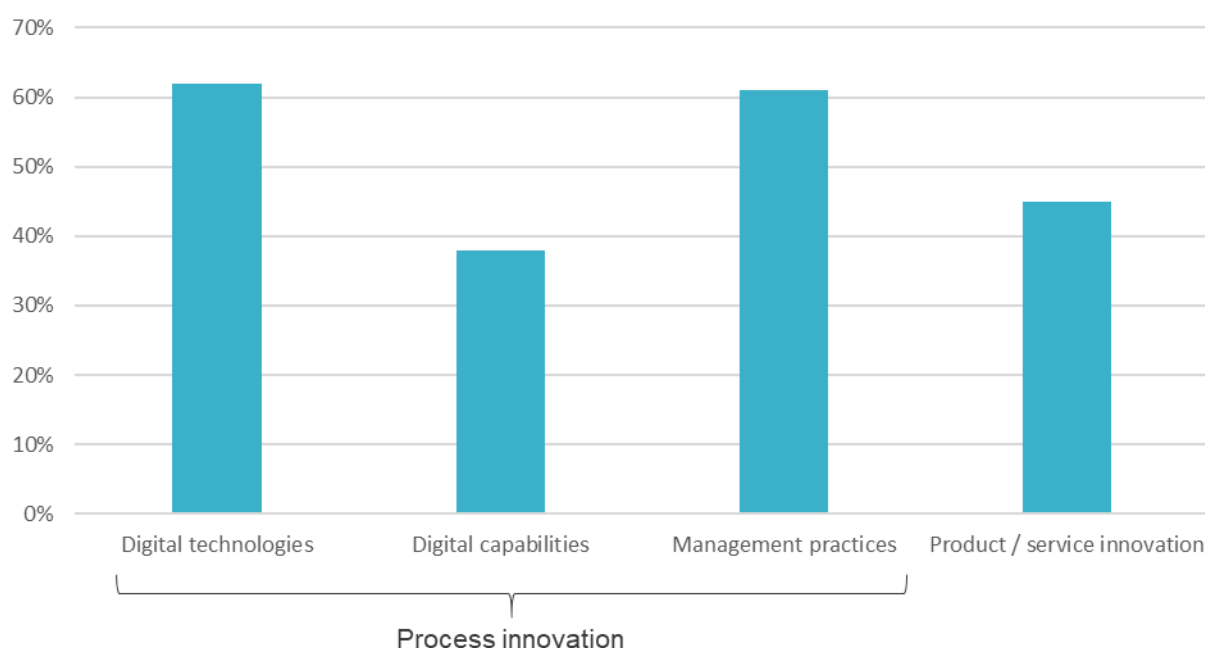
Business adaptation – impacts on innovation and productivity

Innovation

- 2.26 There is limited information currently available at a sub-regional level about the crisis' impact on innovation. More information is available at a national level from which inferences can be drawn about what may be happening on the ground in Cambridgeshire & Peterborough – a region containing some of the UK's most innovative and productive businesses.
- 2.27 Businesses based in Cambridgeshire & Peterborough, such as AstraZeneca, have been at the forefront of the national and international fight against the disease, through uncovering new medical treatments and equipment to developing and testing vaccines. Across the wider business population many more adopted new technology and approaches to maintain and improve productivity and resilience. Data from the State of Small Business Britain 2020 (ERC) suggests that most SMEs now see introducing new processes and digital technologies as higher priority because of the pandemic.
- 2.28 The Government has made it clear that research and innovation will be expected to form a significant part of economic recovery as the nation seeks to find answers not just to the urgent health challenges but also recovery from significant economic disruption. Decisions made by business leaders in the months and years ahead will have a profound impact on the speed and shape of the UK's recovery.
- 2.29 During the 2008 crisis, a sharp fall in innovative activities occurred in almost every sector and region of the UK. However, the early signs are that the recovery from the Covid-19 crisis will be driven by greater innovation – particularly in process innovation. Longer term investments in innovation – such as research and development activities – have been disrupted due to Covid-19 and financing constraints are likely to harm these into the future. But the unique nature of the crisis has forced many firms to overhaul their ways of working, and adopt new digital technologies or management practices considered to be productivity enhancing in normal times. If such innovation persists, it could induce lasting impacts on business performance and productivity.
- 2.30 An LSE study¹⁹ finds that a majority of firms have adopted productivity-enhancing technologies and practices, or introduced new products/services in response to the pandemic. More than 60% of businesses report process innovations in digital technologies and management practices, and almost 40% also report accompanying innovations in digital capabilities. Product / service innovation has increased too as businesses have sought increased market penetration.

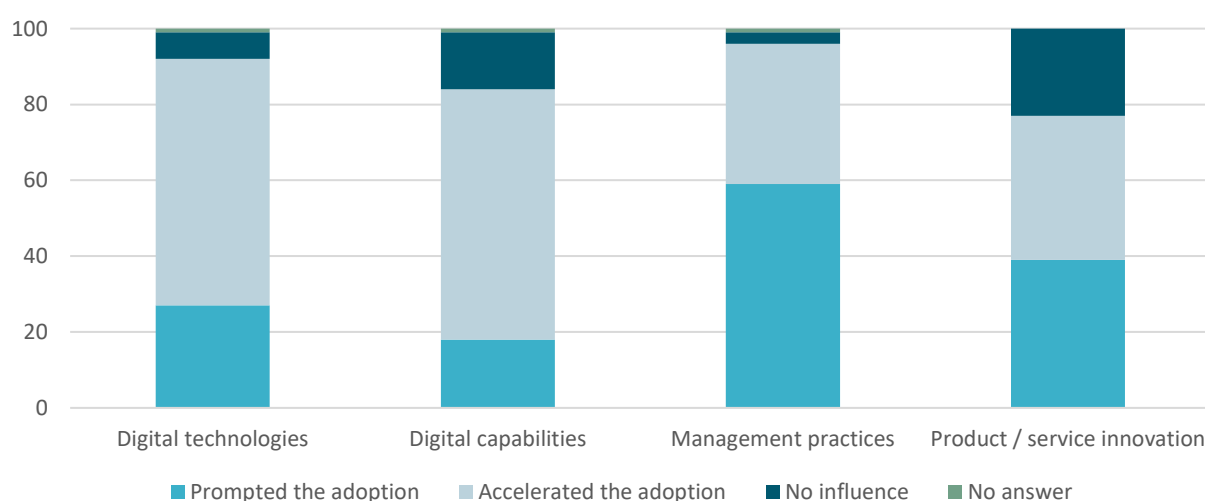
¹⁹ Riom, Capucine, and Anna Valero. October 2020. <https://blogs.lse.ac.uk/businessreview/2020/10/07/covid-has-forced-many-firms-to-innovate-with-possible-lasting-impacts/>

Figure 21: Innovation response of UK businesses, March - July 2020 (n = 375)



2.31 Process innovation appears to be happening at a faster rate than would be expected in absence of the crisis, with the most recent UK Innovation Survey finding that around 13% of businesses were process innovators and 18% were product innovators over the 3 years to December 2018. Moreover, the LSE study notes that more innovation appears to be occurring in the wake of Covid-19 than was the case in the years after the financial crisis. Of the innovating firms in the survey, the majority state that Covid-19 accelerated or prompted these activities.

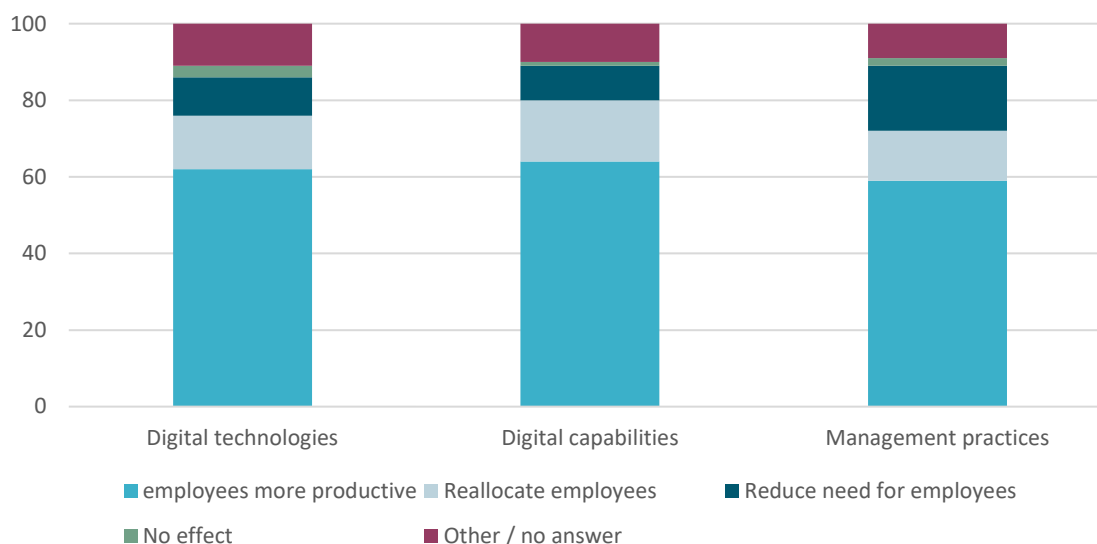
Figure 22: Percentage of businesses identifying the influence of Covid-19 on innovation (n = 375)



2.32 In terms of what this uptick in innovation means for employment and the potential for innovations to result in job losses, most firms expect that continuing with the process innovations that arose out of the pandemic will increase the productivity of employees in their current tasks or allow employees to be allocated to more productive tasks. Only a minority (10-15%) consider that such process innovation

will imply a reduced need for employees over time. This suggests that the types of technologies or practices in question are not, for the most part, considered by firms to be labour replacing.

Figure 23: Expected workforce impacts of continuing process innovation



Productivity

- 2.33 Innovations in business processes and products should result in raised productivity, though it is still too early to say with any certainty the scale of any impact on the Cambridgeshire and Peterborough economy.
- 2.34 The shift to homeworking and online consumption has increased investment in new technologies that could deliver an unexpected lift to the long-term productivity slump which has afflicted the UK economy since the 2009 recession. According to ONS data for Q1 2021, UK investment in machinery and in information and communication technology rose 3.2% compared with the last quarter of 2019. By way of comparison, overall investment for the same period fell 4.8%.²⁰
- 2.35 As the economy returned to lockdown in Q1 2021, the restrictions temporarily closed down large parts of less productive industries in the economy, particularly in hospitality and entertainment industries, as we have seen. Partly because of this, output per hour²¹ worked in the economy as a whole grew by 1.0% quarter-on-year in the first three months of 2021.²²
- 2.36 During the same period, output per worker fell by 4.6% reflecting the ongoing impact of furlough schemes. Furloughed workers are still included as ‘workers’ in output per worker calculations, but are not contributing to output, meaning the overall rate of

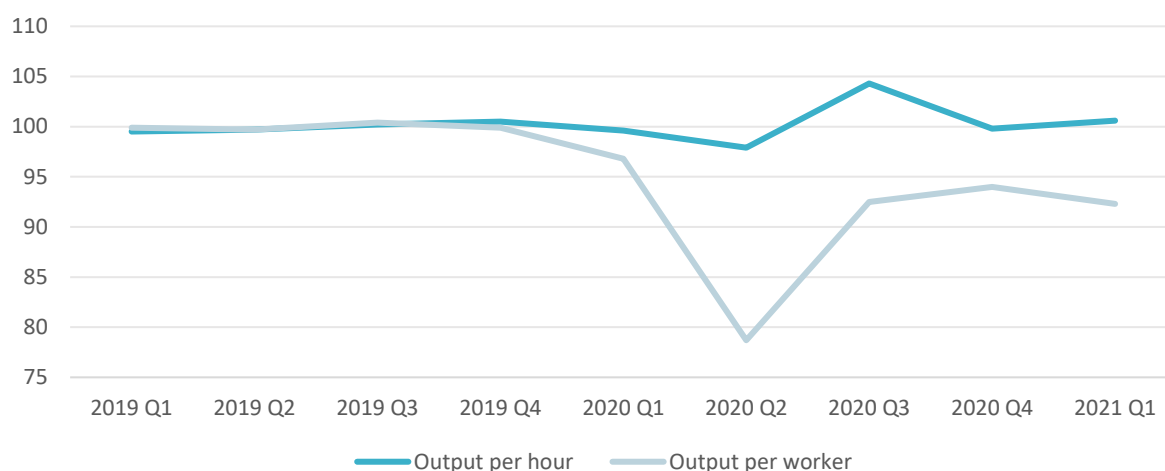
²⁰ ONS, UK productivity flash estimates, January to March 2021

²¹ Output per hour is the ONS’ preferred measure of labour market productivity, rather than output per worker.

²² ONS, UK productivity flash estimates, January to March 2021

output per worker falls. As the figure below shows, output per hour was above pre-pandemic levels in Quarter 1 2021, but output per worker remained below.

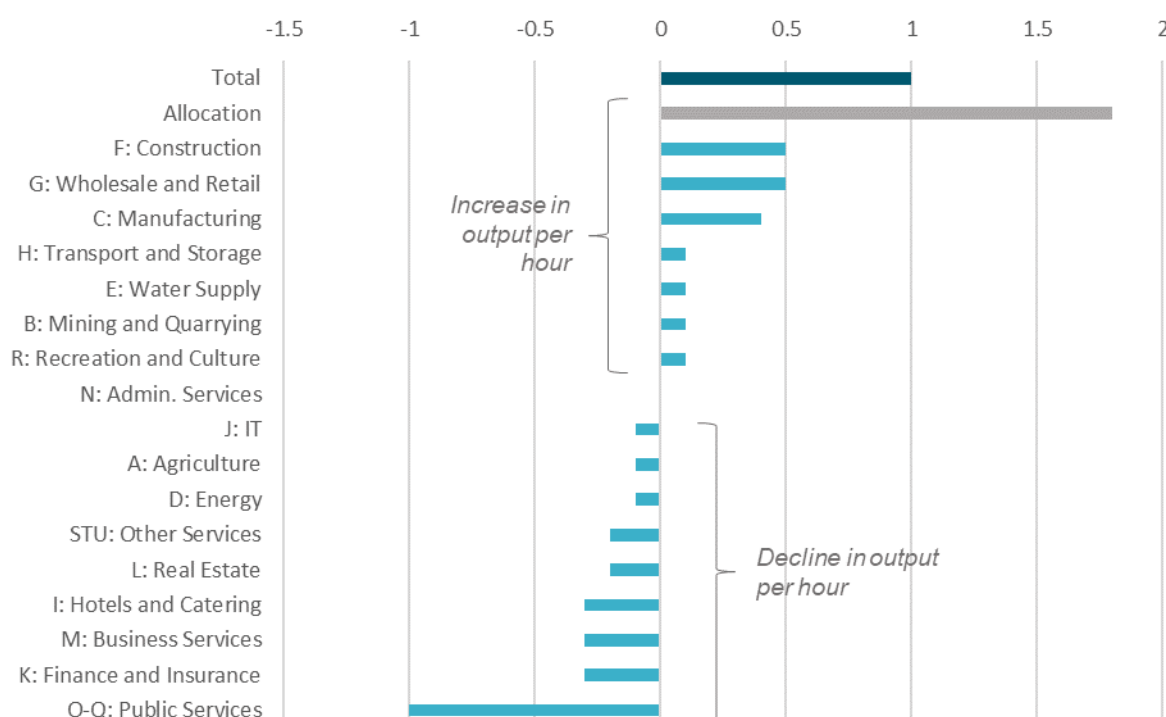
Figure 24: Output per worker and per hour, UK, Index 2019 = 100



2.37 The chart below captures industry-level contributions to growth in whole economy output per hour, comparing Q1 2021 to Q1 2020. It also shows the allocation effect, which results from changes in the distribution of economic activity among industries, which has been a strong positive contributor to productivity growth throughout the pandemic.²³

²³ The ONS notes that: the allocation effect accounts for changes in productivity because of changes in the size of industries in the economy. The coronavirus (COVID-19) pandemic has led to some less-productive industries shrinking. Meanwhile, more-productive industries now make up a proportionately larger share of the economy. This increases aggregate productivity in the economy.

Figure 25: Industry contributions to output per hour growth, seasonally adjusted, UK, Q1 2021 compared to Q1 2020²⁴



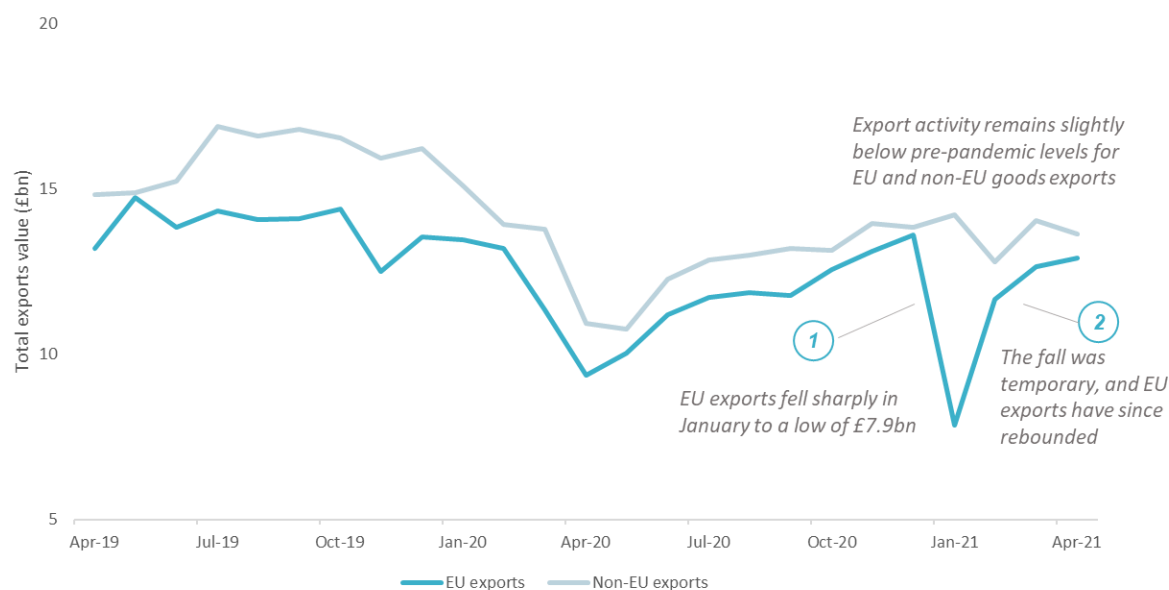
Trade and exports

- 2.38 The UK's departure from the European Union in January 2021 had an immediate but temporary impact on trade as businesses adjusted to new trading conditions.
- 2.39 Nationally, monthly EU goods exports increased to £12.9bn in April from a low of £7.9bn in January, coinciding with a gradual easing of lockdowns over that time.²⁵
- 2.40 Despite the recent rebound in exports to EU countries, total national export activity remains below pre-pandemic levels: from £28bn in April 2019, to a low of £20.3bn in April 2020 and now to £26.5bn in April 2021.
- 2.41 The ONS reports that proportions of businesses experiencing challenges in importing and exporting are broadly unchanged since January, with additional paperwork remaining as the top challenge faced by businesses for importing and exporting.²⁶
- 2.42 Imports increased from both EU and non-EU countries in April.

²⁴ ONS, UK productivity flash estimates, January to March 2021

²⁵ ONS trade time series, June 2021

²⁶ ONS BICS 17 June 2021

Figure 26: Total value of UK goods exports to EU vs non-EU, April 2019 - 2021²⁷

2.43 Public datasets do not yet capture recent exports from Cambridgeshire & Peterborough, and they will not for some time (with the next release date unknown). The most recent datasets on [goods](#) and [services](#) exports showing information for Cambridgeshire & Peterborough were published in November 2020 and are current to 2019 for goods, and 2018 for services. From these datasets we know:

- Cambridgeshire & Peterborough businesses exported £5.5bn of goods in 2019, 40% (£2.2bn) to EU destinations.
- Cambridgeshire & Peterborough businesses exported £5.1bn of services in 2018, 33% (£1.7bn) to EU destinations.

²⁷ ONS trade time series, June 2021

3 Detailed impacts: Labour Markets

- 3.1 In Cambridgeshire & Peterborough's labour markets the extension of employment support schemes (particularly the Coronavirus Job Retention Scheme (CJRS) and Self-Employment Income Support Scheme (SEISS)) have continued to act as an effective break on increasing unemployment. One important indicator to watch will be the extent to which the Universal Credit claimant count increases once employment support schemes are eventually wound down.
- 3.2 This chapter provides detail on the crisis' impacts on labour markets, covering the topics listed in the table below.

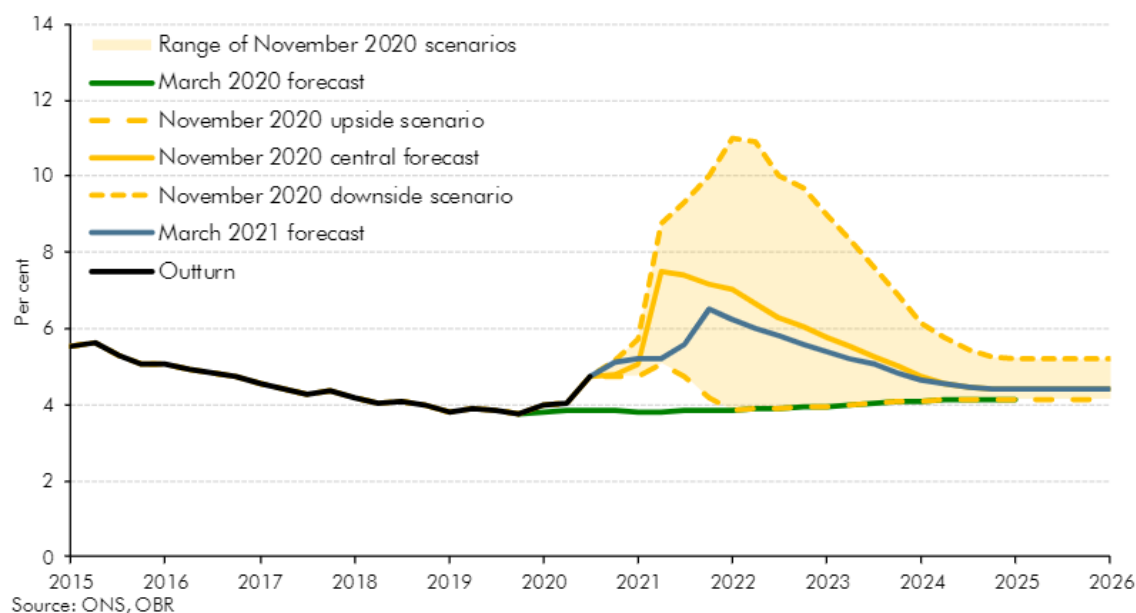
Topic	Impacts assessed
Unemployment and financial hardship	<ul style="list-style-type: none"> Financial hardship and unemployment across Cambridgeshire & Peterborough Impacts across the sub-economies Impacts across age groups
Furlough scheme	<ul style="list-style-type: none"> Rates of furlough by district Employees resuming employment after furlough
Labour demand	<ul style="list-style-type: none"> Nationally compared to Cambridgeshire & Peterborough Across Cambridgeshire & Peterborough districts By sector

Unemployment

- 3.3 The Government's extensive employment support schemes have protected jobs and the OBR is now forecasting a smaller than previously expected rise over 2021 and 2022 peaking at 6.5% late in 2021, down from 7.5% forecast in November 2020.²⁸

²⁸ OBR, Economic and fiscal outlook, March 2021

Figure 27: OBR forecasts for national unemployment, March 2021

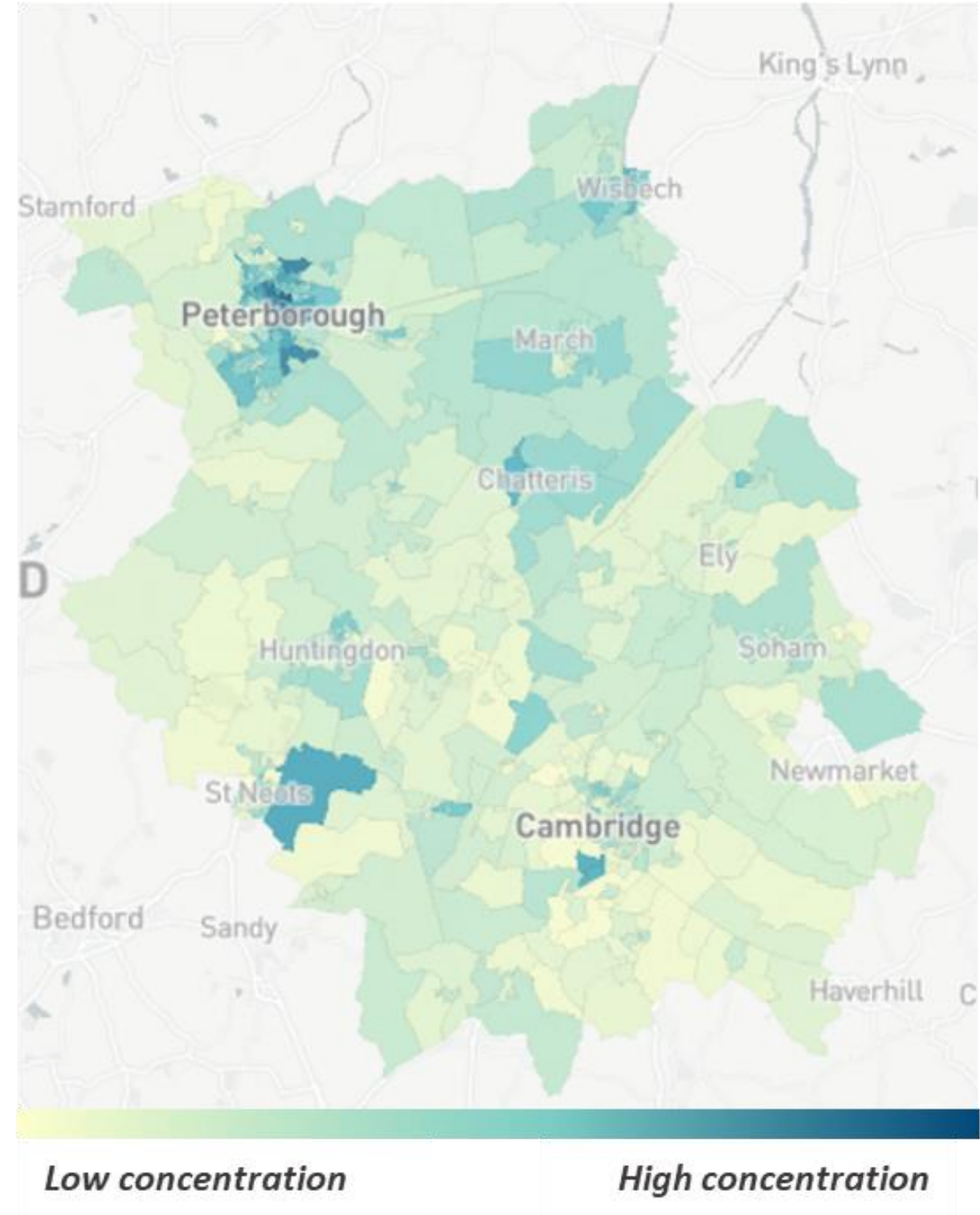


- 3.4 Despite the forecast improving, there have still been extraordinary impacts on labour markets, including in Cambridgeshire & Peterborough. The Universal Credit claimant count – which is more a measure of financial hardship than unemployment²⁹ – increased across Cambridgeshire & Peterborough by 122% from March 2020 to April 2021, compared to 100% across the UK over the same time period.³⁰
- 3.5 This increase in structural unemployment has not been felt evenly across Cambridgeshire & Peterborough. The map below shows that Peterborough has seen particularly high counts of Universal Credit claims, with almost 30,000 new claimants between March 2020 and April 2021 (a 101% increase), while more rural areas have seen lower rates of increase.

²⁹ The Universal Credit claimants count overstates the true level of unemployment in a place, as it is possible to be in work while also in receipt of Universal Credit, and some workers may also be furloughed and receiving Universal Credit.

³⁰ Metro Dynamics analysis of DWP data

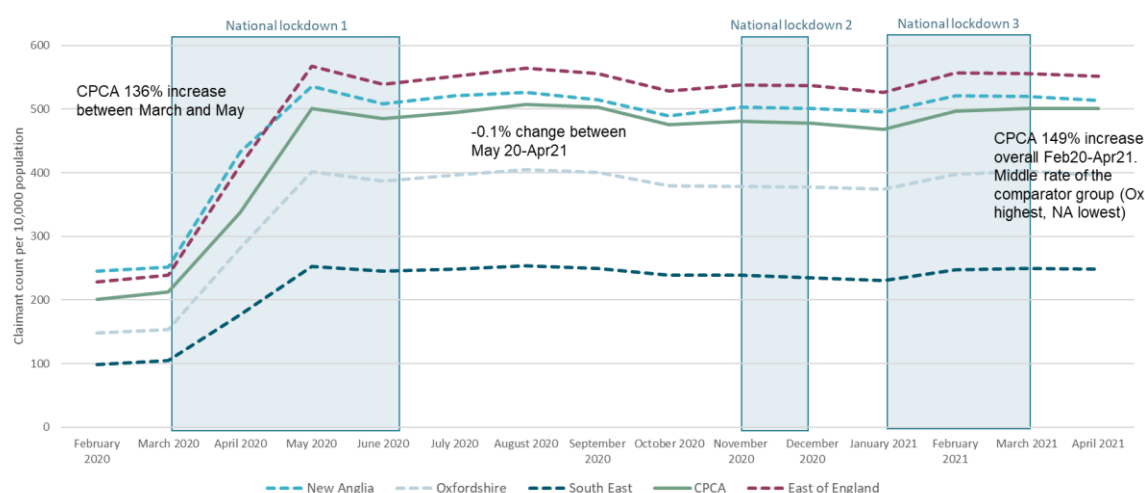
Figure 28 Universal Credit claims in Cambridgeshire & Peterborough (new claims from March 2020 - May 2021)



Claimant count across Cambridgeshire & Peterborough and comparators

- 3.6 The claimant rate³¹, a measure of unemployment, remains at 5% of working age adults across Cambridgeshire & Peterborough. This rate of unemployment has remained fairly consistent over the last year following an initial increase of 136% between March and May 2020 as the UK entered its first national lockdown.³²
- 3.7 The chart below illustrates the claimant rate in Cambridgeshire & Peterborough relative to comparator geographies, highlighting the similarities with New Anglia LEP and lower claimant rate than the wider East of England region.

Figure 29 Claimant count across Cambridgeshire & Peterborough relative to comparator geographies



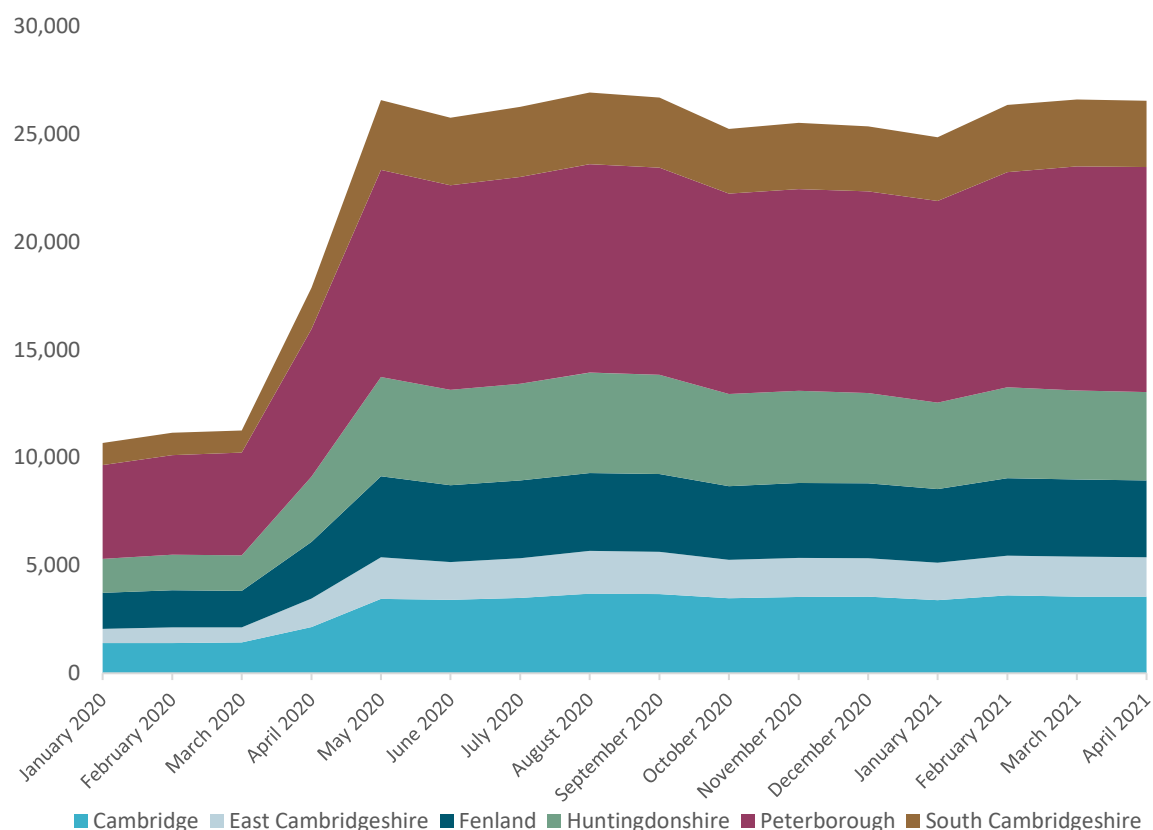
Impacts within Cambridgeshire & Peterborough's sub-economies

- 3.8 The claimant count is highest in Peterborough and Huntingdonshire, with 55% of all claimants in April 2021 coming from these two districts. The claimant count has increased in all places, however, including in South Cambridgeshire and Cambridge, where the claimant count increased by 201% and 154% respectively from January 2020 to April 2021.

³¹ The claimant count is one measure of unemployment in places, which we use here because it provides up to date information on impacts across Cambridgeshire & Peterborough. The claimant count is likely to underestimate unemployment because it does not capture those who are not eligible for benefits including JSA or UC, or those who have chosen not to apply. Those who are ineligible include people who have savings over £50,000, or who live with a partner who earns over a particular threshold.

³² Metro Dynamics analysis of DWP data

Figure 30 Claimant count within Cambridgeshire & Peterborough by district



3.9 The varied impact of restrictions on different localities and sectors has led to each district with Cambridgeshire & Peterborough seeing peaks in claimant counts at different times. The figure below shows the Claimant count for each district between January 2020 and April 2021, with red and orange colours highlighting higher counts of claimants within each district.

Figure 31: Comparison of district claimant counts within Cambridgeshire & Peterborough

	Cambridge	East Cambridgeshire	Fenland	Huntingdonshire	Peterborough	South Cambridgeshire
January 2020	1,400	660	1,670	1,575	4,350	1,020
February 2020	1,400	725	1,720	1,655	4,615	1,045
March 2020	1,425	710	1,690	1,640	4,765	1,035
April 2020	2,145	1,325	2,625	3,025	6,840	1,915
May 2020	3,450	1,925	3,755	4,610	9,605	3,235
June 2020	3,410	1,750	3,565	4,420	9,490	3,125
July 2020	3,500	1,835	3,600	4,495	9,590	3,240
August 2020	3,695	1,980	3,610	4,655	9,665	3,325
September 2020	3,675	1,955	3,615	4,590	9,605	3,255
October 2020	3,480	1,780	3,420	4,270	9,295	2,990
November 2020	3,540	1,805	3,475	4,285	9,350	3,065
December 2020	3,550	1,785	3,470	4,190	9,345	3,025
January 2021	3,395	1,735	3,415	4,000	9,350	2,965
February 2021	3,620	1,835	3,595	4,205	9,985	3,110
March 2021	3,560	1,845	3,580	4,125	10,400	3,090
April 2021	3,560	1,820	3,555	4,100	10,440	3,075
% change	154%	176%	113%	160%	140%	201%

- 3.10 Fenland and Huntingdonshire were the first districts to see peaks in their claimant counts in May 2020. While Fenland saw partial recovery immediately following this peak, the claimant count in Huntingdonshire remained relatively high until October 2020.
- 3.11 Cambridge, East Cambridgeshire, and South Cambridgeshire saw their highest claimant counts towards the end of summer, in August and September 2020. While East Cambridgeshire and South Cambridgeshire then saw a decline in claimants, Cambridge saw a more varied pattern of recovery with smaller peaks and troughs over the next six months.
- 3.12 Peterborough has seen a later peak than all other districts, reaching its highest claimant count in March and April 2021. This is likely to be reflecting the compound effects of Covid-19 and Brexit on the local labour market and businesses.

Impacts across age groups

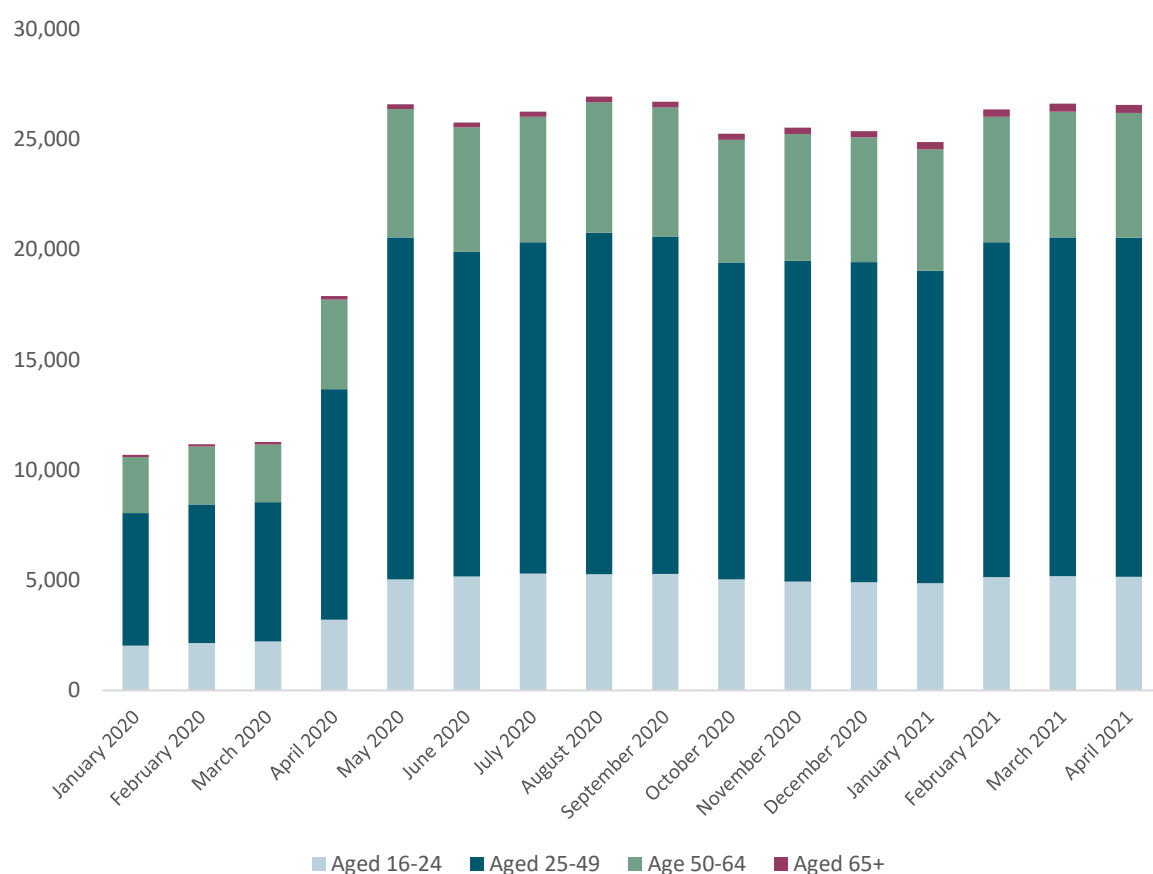
- 3.13 When broken down by age groups, the claimant count across Cambridgeshire & Peterborough highlights that young people have been most affected throughout the pandemic, with the claimant count rising by more than 115% for 18-29 year olds between January 2020 and January 2021.
- 3.14 Analysis from the IFS suggests that employees aged under 25 are about 2.5 times more likely to work in a sector subject to lockdowns.³³ Meanwhile, the ONS reports that those under 25 account for up to two thirds of all job losses since the start of the pandemic.³⁴ Graduates entering the job market during a deep recession can expect to see a permanent loss of lifetime earnings due to labour market scarring, and may also carry mental burdens of lost confidence and lowered aspirations.³⁵
- 3.15 Women and older people are also more at risk, particularly given the combination of short term pressures in retail and leisure firms, and longer term loss of roles in the service sector due to further automation and retail decline.
- 3.16 Those aged over 65 now account for 1.4% of claimants, having previously made up only 0.8% of the claimant population in early 2020. This may be in part due to business practices changing and creating a labour market that even more senior or experienced workers find challenging and harder to compete in prior to reaching pension age.

³³ IFS, Sector shutdowns during the coronavirus crisis, April 2020

³⁴ ONS, Labour market overview, UK: March 2021

³⁵ House of Commons analysis.

Figure 32 Claimant count by age across Cambridgeshire & Peterborough



3.17 Each age group across Cambridgeshire & Peterborough has seen different stages of impacts and recovery through the pandemic. The Figure below compares when each age group saw its peak in claimant counts between January 2020 and April 2021.

Figure 33 Comparison of claimant count by age group

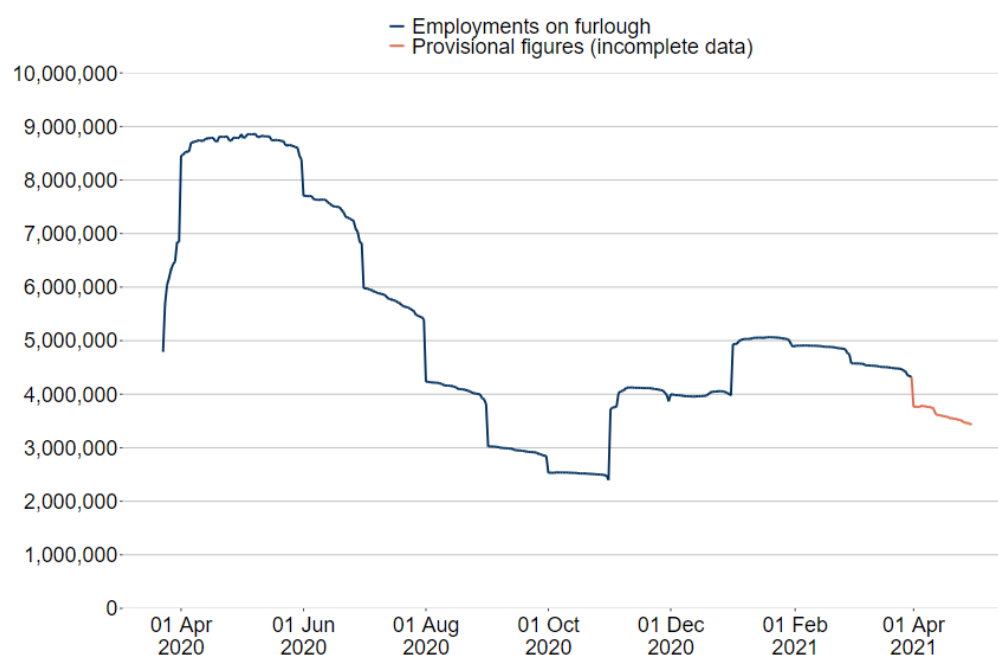
Date	Aged 16-24	Aged 25-49	Age 50-64	Aged 65+
January 2020	2,035	6,005	2,550	90
February 2020	2,155	6,285	2,625	100
March 2020	2,215	6,325	2,615	110
April 2020	3,210	10,455	4,055	160
May 2020	5,040	15,500	5,820	220
June 2020	5,175	14,730	5,625	230
July 2020	5,295	15,030	5,690	240
August 2020	5,275	15,480	5,910	270
September 2020	5,285	15,295	5,850	270
October 2020	5,040	14,375	5,555	270
November 2020	4,940	14,550	5,745	285
December 2020	4,900	14,520	5,670	280
January 2021	4,870	14,160	5,505	335
February 2021	5,135	15,195	5,685	340
March 2021	5,185	15,365	5,700	355
April 2021	5,160	15,375	5,655	365
% change	154%	156%	122%	306%

3.18 Residents aged 16-24 who may have anticipated finding employment in August or September 2020, instead found themselves facing a difficult labour market and with limited entry-level opportunities towards the end of summer. This may also have been the case in early 2021 when residents in this age group hoped for better employment opportunities with the new year but instead have needed to claim. Meanwhile, those aged 65+, while accounting for a very small proportion of total claimants, are only starting to see higher numbers of claimants as of January 2021.

Rates of return from Furlough

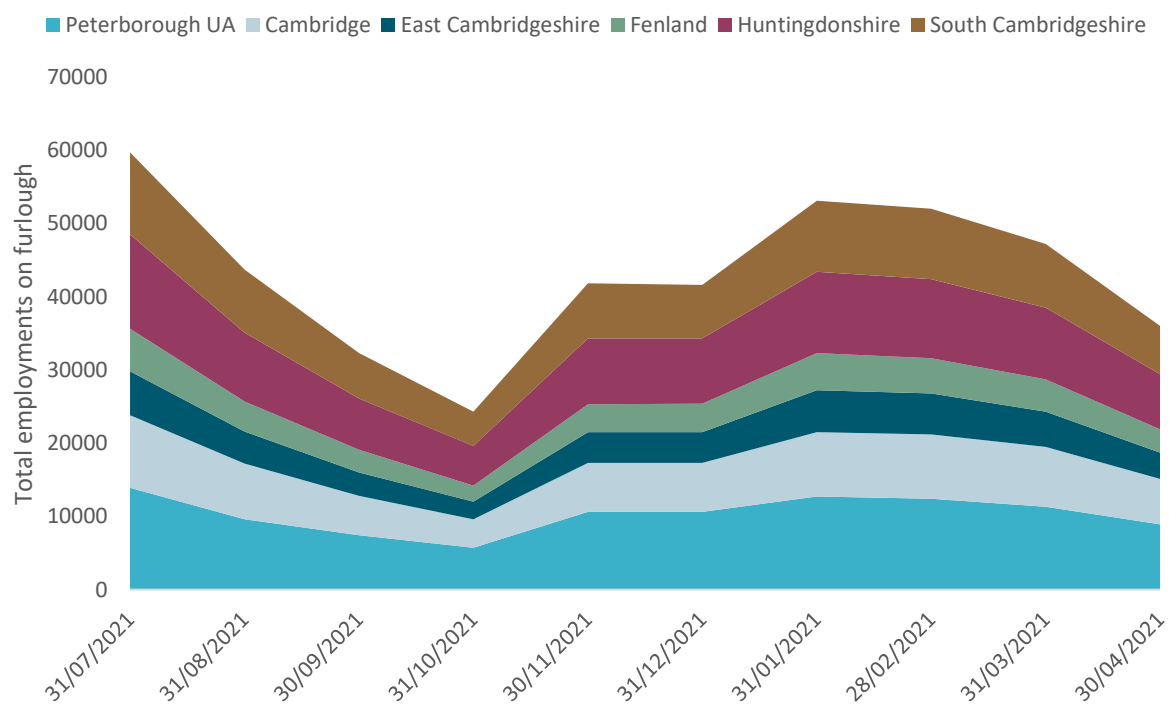
3.19 In Cambridgeshire & Peterborough's labour markets the extension of employment support schemes (particularly the Coronavirus Job Retention Scheme (CJRS) and Self-Employment Income Support Scheme (SEISS)) have continued to act as an effective break on increasing unemployment.

3.20 However, as furlough continues to wind down the impact and recovery appears unequal. While fewer people have been affected by unemployment as a result of the schemes, those who have been severely impacted are the poorest.

Figure 34 UK Furlough counts April 2020 – April 2021³⁶

Source: HMRC CJRS data

3.21 Within Cambridgeshire & Peterborough, the rates of take-up of the furlough scheme have mirrored the national pattern seen in Figure 34. Cambridge has seen the largest proportion of eligible employments making use of the scheme (10.0%), while Fenland has seen the lowest (7.3%).

Figure 35 Furlough counts across Cambridgeshire & Peterborough by district³⁷³⁶ HMRC CJRS data, June 2021³⁷ Metro Dynamics analysis of DWP data

- 3.22 The rates of return from furlough are relatively consistent across all districts within Cambridgeshire & Peterborough, despite differences in the absolute counts of furloughed employments.
- 3.23 The Figure below shows the number of furloughed employments by district within Cambridgeshire & Peterborough, with red highlighting higher counts of furlough for each area.

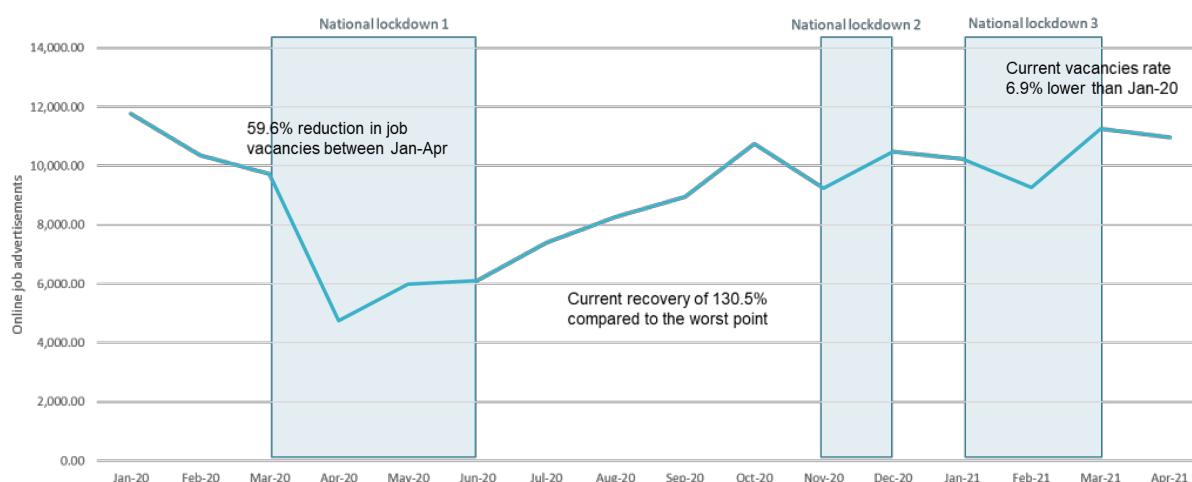
Figure 36: Comparison of furloughed employments by district

	Peterborough	Cambridge	East Cambridgeshire	Fenland	Huntingdonshire	South Cambridgeshire
July 2020	13,900	9,900	6,000	5,800	12,900	11,200
August 2020	9,600	7,600	4,400	4,100	9,400	8,600
September 2020	7,400	5,400	3,200	3,100	7,000	6,200
October 2020	5,700	3,900	2,400	2,200	5,400	4,700
November 2020	10,600	6,700	4,200	3,800	9,000	7,500
December 2020	10,600	6,700	4,200	3,900	8,900	7,300
January 2021	12,700	8,800	5,700	5,100	11,100	9,700
February 2021	12,400	8,800	5,600	4,800	10,800	9,600
March 2021	11,300	8,200	4,800	4,400	9,800	8,700
April 2021	8,900	6,200	3,600	3,200	7,500	6,600
% change	-36.0%	-37.4%	-40.0%	-44.8%	-41.9%	-41.1%

Labour demand

- 3.24 As the pandemic slowed economic activity in March 2020, labour demand declined when the first national lockdown threw companies' hiring plans into uncertainty and individual sectors felt the initial shock to the economy. At this time, across Cambridgeshire & Peterborough online job vacancies reduced by approximately 60%.
- 3.25 Since the lowest point in April 2020, job vacancies have seen a recovery of 131% over the course of the year, as businesses replace jobs that have been lost during the pandemic and start to plan for their recovery and growth.

Figure 37 Online job vacancies across Cambridgeshire & Peterborough



Impacts within Cambridgeshire & Peterborough's sub-economies

- 3.26 The heat chart in Figure 38 compares the job vacancies activity within Cambridgeshire & Peterborough for each district. The varied impact and recovery for each area, driven by the sectoral mix, is apparent from the varied patterns of peaks and troughs for each area.
- 3.27 All districts apart from East Cambridgeshire saw their fewest online job advertisements in April 2020. By October 2020, many districts were seeing more job vacancies, suggesting that businesses were eager to replace staff that had been lost. Across all sub-economies, this arguably speedy recovery of labour demand after the first lockdown preceded a second downturn in early 2021.
- 3.28 Since the worst point, Cambridge has seen the highest overall rate of recovery in terms of vacancies, while East Cambridgeshire has seen the worst. East Cambridgeshire and South Cambridgeshire are the only districts whose current vacancies are lower than pre-pandemic, while Huntingdonshire's current vacancies are 30% higher than Jan-20.

Figure 38 Comparison of online job advertisements by district

	Cambridge	East Cambridgeshire	Fenland	Huntingdonshire	Peterborough	South Cambridgeshire
Jan-20	2329	105	160	380	816	158
Feb-20	2191	114	138	368	777	120
Mar-20	2004	91	157	309	668	122
Apr-20	813	53	88	185	333	58
May-20	1268	46	110	225	445	100
Jun-20	1243	52	121	223	501	74
Jul-20	1539	53	130	314	549	101
Aug-20	1864	76	157	370	709	104
Sep-20	1912	66	136	380	878	124
Oct-20	2413	104	221	489	927	153
Nov-20	2126	92	179	423	789	157
Dec-20	2547	104	215	460	886	208
Jan-21	2115	83	241	347	837	319
Feb-21	2234	59	172	377	846	125
Mar-21	2539	90	253	419	922	145
Apr-21	2620	84	199	493	1030	141
Recovery since worst point	222.3%	82.6%	126.1%	166.5%	209.3%	143.1%

Impacts across sectors


- 3.29 The table below shows large variation in the labour market demand recovery of different sectors. All industries saw their lowest number of online job vacancies in April 2020, apart from Public administration which saw a minimum number of online advertisements in June 2020.
- 3.30 While some industries saw a faster increase in vacancies to October 2020 including Transport and Storage, Construction, and Education), others are only now hitting

their maximum points, for example Information & Communication, Retail and Hospitality, Arts & entertainment

- 3.31 For some of these sectors, such as retail, the vacancy numbers exceeding their pre-pandemic levels is likely reflective of vacant jobs now being filled rather than a sign of more growth to come.

Figure 39: Comparison of online job vacancies by sector

Industry	Feb-20	Apr-21	% Change	Minimum vacancies	Month of minimum vacancies	Maximum vacancies	Month of maximum vacancies
Transportation and storage	55	96	74.5%	13	Apr-20	99	Oct-20
Information and communication	155	247	59.4%	73	Apr-20	247	Apr-21
Retail and hospitality	386	541	40.2%	129	Apr-20	541	Apr-21
Human health and social work activities	876	1174	34.0%	805	Apr-20	1375	Dec-20
Finance, business and professional services	655	838	27.9%	291	Apr-20	840	Mar-21
Construction	104	130	25.0%	17	Apr-20	134	Oct-20
Real estate activities	43	53	23.3%	16	Apr-20	60	Jan-21
Manufacturing	491	549	11.8%	155	Apr-20	577	Mar-21
Public administration and defence; compulsory social security	129	131	1.6%	62	Jun-20	199	Nov-20
Education	660	646	-2.1%	216	Apr-20	795	Oct-20
Arts, entertainment, recreation and other services	139	130	-6.5%	51	Apr-20	130	Apr-21
Primary industries	41	32	-22.0%	10	Apr-20	57	Feb-21



Metro — Dynamics

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Business Board Annual Report and Delivery Plan 2021

To:	Business Board
Meeting Date:	19 July 2021
Public report:	Yes
Lead Member:	Chair of the Business Board, Austen Adams
From:	Business Programmes & Business Board Manager, Domenico Cirillo
Key decision:	No
Recommendations:	<p>The Business Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the Business Board's Annual Report (2020-21) and Annual Delivery Plan (2021-22);b) Recommend the Combined Authority Board approves the Business Board's Annual Report (2020-21) and Annual Delivery Plan (2021-22), and approves submission of both documents to the Department for Business, Energy & Industrial Strategy (BEIS); andc) Recommend the Combined Authority Board approve a new budget of £15k to implement design work to develop and produce a publishable version of the Annual Report and Delivery Plan, and digital platform, to better communicate and showcase achievements of the Business Board, to be funded from Enterprise Zones Reserve Fund.

1. Purpose

- 1.1 To seek approval of the Business Board's Annual Report (2020-21) and Annual Delivery Plan (2021-22) and for the documents to be submitted to Department for Business, Energy & Industrial Strategy (BEIS).
- 1.2 To seek a recommendation to the Combined Authority Board for the creation of a £15k budget to fund subsequent design work to produce a publishable version and digital dashboard platform to showcase Business Board achievements to external stakeholders and target audiences.

2. Background

- 2.1 The Business Board is required to produce an Annual Report & Delivery Plan each year in line with the National Local Growth Assurance Framework (*p42, para 163*):

“As part of the assurance monitoring process, each LEP is required to publish an annual report and delivery plan. The delivery plan and annual report should set out a well-developed understanding of the local economic evidence base to identify opportunities and obstacles to inclusive growth, prosperity and improved productivity. Government will work with LEPs to develop measures to report against in the plan and report. These will be considered as part of the annual assurance process. Delivery plans and annual reports should be published at the beginning of each financial year.”

- 2.2 The Annual Report & 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 & Delivery Plan covers all aspects of the Business and Skills Directorate delivery, including the University of Peterborough.
- 2.3 The Business Board Annual Report (2020-21) is included at Appendix 1 and the Annual Delivery Plan (2021-22) is included at Appendix 2 to this report.

3. Delivery Plan Publication & Digital Platform

- 3.1 Whilst there is a requirement to produce an Annual Report and Delivery Plan each year, we are keen that this year is not seen as just another standardised government publication but as a media opportunity to better showcase the Business Board's achievements since its inception in November 2018. The documents will therefore undergo subsequent design work to produce a publishable version and accompanying digital dashboard platform to maximise communication and media opportunities to better showcase Business Board achievements to external stakeholders and target audiences. In terms of timescales, this delivery is expected as follows:
 - Publishable version with full marketing/PR plan for the August Business Board Activity Update meeting allowing members to discuss and feedback comments.
 - Business Board approval at its meeting on 14th September (with a PR launch campaign

in preparation, including an event with the Major and Chair of the Business Board).

- 3.2 This work will link with the Business Board's 3-year anniversary, a campaign which aims to raise the profile of the Business Board and its members, and to show leaders, learners and workers how and what the Business Board is delivering for them. It will also enable board members to reach out to contacts from which they can leverage to get key messages picked up by the press and media.
- 3.3 Combined Authority officers are currently finalising content and are in the process of scoping publication design works together with external consultants. This activity forms part of the Business Board's communications strategy and would allow members to play a more active and visible role in Business Board communications and help to shape and evaluate communications activity.
- 3.4 A working sub-group is therefore being set-up to ensure we continue to fully engage with and involve the Business Board. Board members Faye Holland and Rebecca Stephens have already expressed an interest to be involved and for the opportunity to input into the design work. The sub-group will report back to the Business Board via future Activity Update meetings to update on progress.

Significant Implications

4. Financial Implications

- 4.1 A budget of £15,000 from the Enterprise Zones Reserve Fund is being requested to cover the costs of print design and digital dashboard. The table below shows the impact of the requested decision on the MTFP.

Financial change summary (£'000)			2021-22	2022-23	2023-24	2024-25
Change Requested	BB Annual Report (new line)	Approved	15	-	-	-
		STA	-	-	-	-
Revised MTFP	BB Annual Report	Approved	15	-	-	-
		STA	-	-	-	-

- 4.2 Please refer to Table 8 in Item 2.1, Budget & Performance Report which gives an overview of the asks on the Enterprise Zones Reserve Fund. As can be seen, there are sufficient funds forecast to be received within 2021/22 to meet this funding requested here, along with those in Item 3.3 and Item 3.4, whilst leaving an in-year surplus of £114k.

5. Legal Implications

- 5.1 The Business Board, as the region's Local Enterprise Partnership, is required by the National Assurance Framework, to publish an Annual Report on their activities in the previous 12 months alongside a Delivery Plan setting out their ambitions for the coming year.

6. Other Significant Implications

6.1 None.

7. Appendices

7.1 Appendix 1 – Business Board Annual Report (2020-21)

7.2 Appendix 2 – Business Board Annual Delivery Plan (2021-22)

8. Background Papers

8.1 [National Local Growth Assurance Framework](#)

Cambridgeshire and Peterborough Business Board Annual Report 2020-21

SUMMARY

2020-21 has seen a continuation in achieving our collective ambition of supporting ***Cambridgeshire and Peterborough being the leading place in the world to live, learn and work.*** To achieve this ambition 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. 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. The Business and Skills remit includes providing executive support to the function of the Business Board as the Local Enterprise Partnership for the area.

As the Local Enterprise Partnership (LEP) for the Cambridgeshire and Peterborough region, the Business Board has stood behind and supported workers, learners and business leaders across our region in the face of COVID-19 triggered adversity over the last year.

But we are not the same LEP we were 12 months ago, and I am proud of that. One of the greatest strengths we have is our ability to continually evolve and adapt to drive economic growth, secure inward investment and protect and create jobs.

Since COVID-19 struck, we have adapted to allow us to offer timely need-driven support to help those hardest hit by the pandemic but also been dynamic and visionary enough to understand we needed to support those businesses able to seize the opportunities the pandemic presented to some sectors of our economy.

Our COVID-19 Capital Grant Scheme has provided £5,495,000 of funding to 132 businesses, protecting 522 existing jobs and creating 287 new jobs. The Micro Grant Scheme distributed £479,000 to 127 companies, protecting and creating a combined 127 jobs across our region. Both schemes were about investing to adapt not just to survive but to strengthen and it has been incredibly rewarding for my team and I to see first-hand how impactful the grants have been.

I am proud of how we brought together businesses, education providers, local authorities and member organisations to establish our Economic Recovery Subgroup to collaboratively work through the local economic response to COVID-19.

Austen Adams

Chair of the Business Board

STRATEGIC DELIVERY

Local Economic Recovery Strategy (LERS)

In immediate response to the COVID-19 Pandemic, the Economic Recovery Sub-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) in November 2020, with additional refresh updates undertaken in January and March 2021.

Local Industrial Strategy (LIS)

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 provides the basis and 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.

OPERATIONAL DELIVERY

Growth Works – Development

The Business Board played a key role in the new transformational Business Growth Service.

In Spring 2021, the Business Board's transformational Business Growth Service, Growth Works, was launched.

Made up of five service lines, Growth Works is a unique new service that has the potential to transform the regional economy and deliver a quicker and stronger economic recovery from COVID-19. Growth Works has a target of delivering 5278 new jobs, 1400 new apprenticeships and generating significant inward investment in Cambridgeshire & Peterborough over the next three years.

The Business Board and Combined Authority initiative is led by legal and professional services group, Gateley and delivered with a consortium of experts, who will help existing businesses to grow by providing investment, grants and coaching to help firms in breaking down barriers to a speedy recovery and back to growth.

The five service lines which make up Growth Works are:

- A Growth Coaching Service to engage and support the regions' entrepreneurs and business leaders to speed their rebound and growth post COVID. This service will be led by delivered by YTKO.
- An Inward Investment Service to better engage and persuade firms to locate here or invest in our firms and projects – like a new university for Peterborough or improvements to our towns and cities. This service will be led by International Investment Services.
- A Skills Brokerage Service to link learners and those wanting to retrain for new jobs to employers that are growing and have great opportunities. This service will be led by GPC Skills.
- A Capital Growth Investment Fund to offer grants, loans and equity investment for small firms needing finance to grow and struggling to find support from banks and elsewhere. This will be led jointly with YTKO and Gateley.
- The Cambridgeshire & Peterborough Growth Hub to be a one-stop shop for support including funding, training and general expertise. The Growth Hub will signpost business leaders to the right support for them.

Growth Works - Grants

By the end of March 2021, within weeks of launching, Growth Works awarded over £2,000,000 to 32 businesses across the region.

The grant funding is forecast to create 321 new jobs while stimulating £11.184 million in capital expenditure.

Grants have been awarded region-wide and across a wide range of sectors including automotive, electronics, engineering, financial services, healthcare, hospitality, leisure, manufacturing, retail and transport.

Grants awarded ranged from £20,000 to £150,000 and applications were assessed against criteria which included quantitative value for money and qualitative elements.

The quality scores were assessed on points based on geographical location, sector diversification, strategic alignment, social inclusion and apprenticeship utilisation.

Anglian Ruskin University Peterborough - Phase 1

The Combined Authority has made a commitment of up to £13.5m capital funding in principle to advance the University of Peterborough project, alongside £12.5m of Growing Places Funding to:

- Develop a higher local skill set
- Raise local aspirations and participation in HE
- Provide a high-quality curriculum and qualifications fit for the modern workforce
- Attract talent to a technical/vocational offer leading to better paid jobs

The outcomes for Phase 1 include:

- £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 residents to receive a top-class vocational education and a well skilled local workforce for businesses to employ.

We have so far achieved the following:

- The Design of the 5,300m2 building
- The joint venture company known as Peterborough Higher Education Company (PropCo1) has been formed and all legal documentation is in place
- PropCo have entered into contract and the construction started in March 2021
- The detailed design of specialist labs and state of the art teaching spaces are being finalised
- Around 12 initial STEM degree courses and 9 degree apprenticeship subject areas which will be technology enhanced and co-created with industry, have been approved to be delivered for academic year 2022
- The project has been kept within the agreed time and budget and is expected to be delivered for the start of the academic year of September 2022

Anglian Ruskin University Peterborough - Phase 2

The Phase 2 project is to complement the 2020-22 investment of £30m 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 is funded by £14.6m of Getting Building Funding and will create a 2,785m² building, consisting of 3 floors with a mix of high-quality technical laboratory and office space for incubations and start-ups. Completion of the build is expected by December 2022.

We have so far achieved the following:

- The Peterborough R&D Company Ltd has been created as a Joint Venture company (JVC). The shareholders of this are the Combined Authority as the primary investor at £13.8m and Photocentric as the second investor which will contribute up to £3m.
- Peterborough City Council's Planning and Environmental Committee have approved plans for the £16.7m Manufacturing and Materials Research and Development Centre building
- All necessary legal documents have been agreed and signed.
- The building design has been completed to RIBA stage 3

Enterprise Zones

As the Local Enterprise Partnership, the Business Board is responsible for two Enterprise Zones delivery across the region - Alconbury Weald Enterprise Campus in 2012 and Cambridge Compass Enterprise Zone in 2016 and covering the below 6 key development sites. Enterprise Zones unlock key development sites, consolidate infrastructure, attract business, and create jobs:

- Alconbury Weald Enterprise Campus – to date a total of 90,064 sqm of commercial floorspace has been completed, creating over 921 new jobs.
- Cambridge Research Park – to date a total of 17,500 sqm of commercial floorspace has been completed, creating over 752 new jobs. Outline permission consent in place for an additional 8,500 sqm and progressing to Reserved Matters.
- Lancaster Way Business Park – to date a total of 35,040 sqm of commercial floorspace has been completed, creating over 794 new jobs.
- Haverhill Research Park – launch of new Epicentre (LGF funded) creating 2,792 sqm of shared/managed workspace and 140 jobs.
- Northstowe – SCDC have acquired the land holding with detailed plans for the development of EZ land (and local centre) to bring forward 1,580 sqm of new commercial floorspace (predominantly B1 use).
- Cambourne Business Park – SCDC have acquired the land holding to accelerate the development of EZ land.

Growth Hub

During 2020-21, the Growth Hub has continued to provide support under the umbrella of the Growth Works (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. The transformation of the Growth Hub to a new Growth Coaching Service has been instrumental in proactively engaging and supporting with highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.

EU Support

Through the Growth Hub, the Business Board set up a Brexit taskforce pulling together knowledge and experience from specialist organisations and business advisors across Cambridgeshire & Peterborough to run a Brexit advice hub offering free-to-access support options for local businesses as they prepare for a possible Brexit outcome.

Our team of business experts offered informed insight into the ramifications of Brexit for businesses and staff alike, offering advice on key topics such as the rights of EU workers, the impact on trade, financial implications and the documentation businesses need to have in place. Over 500 companies benefited from the advice and specialist workshops provided through the Growth Hub.

STRATEGIC FUNDS

Local Growth Fund

The continued delivery of the Local Growth Fund and Getting Building Fund, has seen a total of £155,580,416 funding awarded to 50 projects, projecting 44,611 new jobs over the lifecycle of the scheme and with 3,205 new jobs already created to date:

Project	Awarded	Forecast Created	Actual Created
The Business Growth Service	£5,407,000.00	4739	3
Illumina Genomics Accelerator	£1,000,000.00	1033	12
Startcodon Life Science Accelerator	£3,342,250.00	5190	35
Ascendal Transport Accelerator	£965,000.00	202	1
Medtech Accelerator	£500,000.00	0	3
Peterborough & Fens Smart Manufacturing Association	£715,000.00	385	0
Terraview Company Expansion	£120,000.00	15	3
Aerotron Company Expansion	£1,400,000.00	135	46
Agri-Tech Growth Initiative	£3,600,000.00	565	41.5
Growing Places Fund Extension	£65,000.00	320	520
Signpost to Grant - CPCA Growth Hub	£120,000.00	0	0
COVID Capital Growth Grant Scheme	£3,000,000.00	287	161
Peterborough Builds Back Better	£800,000.00	300	50
Cambridge Visitor Welcome 2021	£710,000.00	440	0
BGS Capital Grants Scheme	£2,473,000.00	1200	0
Hauxton House Incubation Centre	£438,000.00	110	31
South Fenland Enterprise Park	£997,032.00	76	0
Photocentric 3D Centre of Excellence	£1,875,000.00	677	0
Cambridge Biomedical Campus	£3,000,000.00	3084	0
NIAB - AgriTech Start Up Incubator	£2,484,000.00	1717	5.5
NIAB - Agri-Gate Hasse Fen extension	£599,850.00	165	17
TWI Engineering Centre	£2,100,000.00	55	82
Biomedical Innovation Centre	£1,000,000.00	243	80
Haverhill Epicentre - Jaynic	£2,700,000.00	750	142
TWI Ecosystem Innovation Centre	£1,230,000.00	77	2
West Cambs Innovation Park	£3,000,000.00	530	0
TTP Life Sciences Incubator	£2,300,000.00	246	16
Aracaris Capital Living Cell Centre	£1,350,000.00	200	33
Whittlesey King's Dyke Crossing	£8,000,000.00	0	8
Bourges Boulevard Phase 1 & 2	£11,300,000.00	0	455
A47/A15 Junction 20	£6,300,000.00	0	47
Wisbech Access Strategy	£7,000,000.00	1500	13
Lancaster Way Phase 1 Loan	£1,000,000.00	0	1118
Lancaster Way Phase 2 Loan	£3,680,000.00	0	
Lancaster Way Phase 2 Grant	£1,445,000.00	0	
Ely Southern Bypass	£22,000,000.00	0	250
Manea & Whittlesea Stations	£395,000.00	0	3
CAM Promotion Company	£999,000.00	93	2
Soham Station	£1,000,000.00	0	18

Metalcraft Advanced Manufacturing Centre	£3,160,000.00	44	0
University of Peterborough Phase 1	£12,500,000.00	14250	0
University of Peterborough Phase 2 (GBF)	£14,297,000.00	5172	0
March Adult Education Skills & Training Expansion	£400,000.00	141	0
PRC Food Manufacturing Centre	£586,000.00	0	0
iMET Skills Training Centre	£10,473,564.00	1	5
CITB Construction Academy	£450,000.00	1	2
EZ Plant Centre Alconbury	£65,000.00		
Highways Academy	£415,000.00		
CRC Construction Skills Hub	£2,500,000.00	618	0
AEB Innovation Grant	£323,720.00	50	0
Total	£155,580,416	44611	3205

Getting Building Fund

Getting Building Funding was recommended by the Business Board for approval in October 2020, with two projects supported under the new initiative:

- University of Peterborough Phase 2 (Photocentric) awarded £14,297,000
- PCC Infrastructure (Peterborough City Council) awarded £827,000

Eastern Agri-Tech Initiative

In its final year, the programme received 27 applications for grant funding in 2020-21:

- 14 were R&D projects and 13 were Growth projects (1 Growth application subsequently withdrew before the project began)
- Total grant awarded to the 26 applicants was £1,454,445.49
- Total amount of match funding forecast was £2,296,116.49
- 20 new jobs forecast
- 12 protected jobs forecast

European Regional Development Fund

The ERDF initiative supports projects that help local areas grow by funding investment in innovation, small and medium-sized businesses, employment and job creation.

- 146 applications approved
- Total grant awarded was £349,595.82
- 401 protected jobs forecast (19 actuals to date)

COVID-19 Recovery and Support

In recognition of the dramatic impact the pandemic was having across all sectors of our SME business community, the Business Board very quickly devised and launched two Covid-19 related grant schemes. The availability of targeted grants has made a real difference not just to ensuring survival, but to also help lay the foundations to support recovery and future growth aspirations.

In response to the COVID-19 pandemic, the Business Board quickly established two grant schemes to support businesses when they needed it most.

The COVID-19 Capital Grant Scheme provided grants of up to £150,000 to companies with between 6 and 249 employees and the Micro Capital Grant Scheme provided grants of up to £5,000 to sole traders and employers with less than 5 employees.

The COVID-19 Capital Grant Scheme allocated £5,497,000 of grant funding to 132 businesses, creating 287 new jobs and protecting a further 522 existing jobs.

The Mirco Grant Scheme paid of £479,000 of grant funding to 127 SMEs, creating and protecting 260 jobs.

Combined Authority Medium-Term Financial Plan 2021-22 to 2024-25

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

	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Income				
Revenue Gainshare	-8,000	-8,000	-8,000	-8,000
Mayoral Capacity Fund	-1,000	0	0	0
Skills Advisory Panel Grant	-75	0	0	0
Enterprise Zone receipts	-1,209	-1,348	-1,348	-1,348
Careers Enterprise Company Funding	-125			
Adult Education Budget	-12,098	-12,098	-12,098	-12,098
Growth Hub Grants	-246	-246	-246	-246
LEP Core Funding	-500	-500	-500	-500
Transport Levy	-13,040	-13,040	-13,040	-13,040
ERDF - Growth Service Grant	-1,300	-2,000	-1,990	0
ESF Growth Service Grant	-600	-800	-635	0
GSE Energy Hub Core funding	-1,025	0	0	0
Visitor Economy and R&R Grant income	-8	0	0	0
Total Income	-39,225	-38,031	-37,856	-35,231

Income includes only funds received in year, not draw-downs and contributions to reserves

	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
<u>Mayor's Office</u>				
Mayor's Allowance	96	98	100	102
Mayor's Conference Attendance	15	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	488	490	497	504
Total Mayor's Approved Budgets	488	490	497	504

<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	0	0	92	187
AEB	242	250	259	267
Delivery & Strategy Directorate				
Delivery & Strategy	1,639	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	5,872	5,658	5,887	6,099
<u>Other Employee Costs</u>				
Travel and professional memberships	80	80	80	80
Training	90	70	71	64
Change Management Reserve	157	162	158	160
Total Other Employee Costs	327	312	309	304
<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	18	13	13	13
Procurement	8	8	7	7
ICT external support	48	48	48	48
Total Externally Commissioned Support Services	307	313	313	314
<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	15	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	780	735	735	735

Governance Costs				
Committee/Business Board Allowances	144	144	144	144
Total Governance Costs	144	144	144	144
Election Costs				
Total Election Costs	1,040	0	0	0
Corporate Response Fund				
Total Corporate Response Fund	145	145	145	145
Financing Costs				
Interest Receivable on Investments	-231	-22	-16	-8
Interest on Borrowing	0	750	750	750
Net Financing Costs	-231	728	734	742
Total Operational Budget				
	8,384	8,035	8,268	8,483
Workstream Budget				
Contribution to A14 Upgrade (DfT)	96	99	99	99
Total Feasibility Budget	96	99	99	99
Staffing Recharges				
Internally Recharged Grant Funded Staff	-1,799	-1,334	-1,147	-1,260
Externally Recharged Staff	-709	-813	-1,162	-1,214
Total Recharges to Grant Funded Projects	-2,508	-2,147	-2,309	-2,473
Total Corporate Services Approved Budgets				
	5,973	5,987	6,058	6,108

	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Business & Skills				
AEB Devolution Programme	11,368	11,048	11,052	11,052
AEB High Value Courses	237	0	0	0
AEB Innovation Fund - Revenue	500	500	500	500
AEB Level 3 Courses	809	201	0	0
AEB National Retraining Scheme	40	0	0	0
AEB Programme Costs	442	414	407	407
Business Rebound & Growth Service	3,132	3,639	2,785	0
Careers and Enterprise Company (CEC)	50	50	25	0
Economic Rapid Response	150	150	200	200
Enterprise Zone Investment	50	0	0	
Growth Hub	0	0	123	246
GSE Energy Hub	620	620	0	0
GSE Green Homes Grant Sourcing Activity	895	0	0	0
GSE Green Homes Grant Sourcing Strategy	69	0	0	0
GSE Rural Community Energy Fund (RCEF)	735	1,831	0	0
Health and Care Sector Work Academy	232	0	0	
Insight & Evaluation Programme	83	75	75	75
Local Growth Fund Costs	371	429	0	0
Market Towns & Cities Strategies	121	0	0	0
Marketing and Promotion of Services	98	90	90	90
Shared Prosperity Fund Evidence Base & Pilot Fund	100	0	0	0
Skills Advisory Panel (SAP) (DfE)	112	0	0	
Skills Rapid Response	115	100	150	150
St Neots Masterplan	219	0	0	
Trade and Investment Programme	33	0	0	0
Visitor Economy and R&R grants	8	0	0	0
Total Business & Skills Approved Budgets	20,589	19,147	15,407	12,720
Total Business & Skills Subject to Approval	0	0	0	0
Total Business & Skills Revenue Expenditure	20,589	19,147	15,407	12,720
	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Housing				
CLT and £100k Housing				
Approved Project Costs	100	100	100	100
Garden Villages				
Approved Project Costs	114	0	0	0
Subject to Approval	2,400	0	0	0
Housing Response Fund				
Subject to Approval	350	350	350	350
Total Housing Approved Budgets	214	100	100	100
Total Housing Projects Subject to Approval	2,750	350	350	350
Total Housing Revenue Expenditure	2,964	450	450	450

	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
<u>Delivery & Strategy</u>				
A142 Chatteris to Snailwell				
Subject to Approval	150	0	0	0
Bus Review Implementation				
Approved Project Costs	1,742	0	0	0
Bus Service Subsidisation				
Approved Project Costs	187	0	0	0
Climate Change				
Approved Project Costs	60	0	0	0
Subject to Approval	100	100	100	100
Development of Key Route Network				
Subject to Approval	150	0	0	0
Harston Capacity Study				
Subject to Approval	150	0	0	0
A141 Huntingdon SOBC				
Approved Project Costs	114	0	0	0
Land Comission				
Approved Project Costs	40	0	0	0
Local Transport Plan				
Approved Project Costs	200	0	0	0
Subject to Approval	0	100	0	0
CAM Innovation Company				
Approved Project Costs	657	0	0	0
Monitoring and Evaluation Framework				
Approved Project Costs	150	34	0	0
Subject to Approval	0	36	70	0
Non-Statutory Spatial Framework (Phase 2)				
Approved Project Costs	57	0	0	0
Subject to Approval	100	100	0	0
Sawston Station Contribution				
Subject to Approval	16	0	0	0
Segregated Cycling Holme to Sawtry				
Subject to Approval	100	0	0	0
St Ives (SOBC)				
Approved Project Costs	137	0	0	0
Transport CPCA Bus Operation				
Approved Project Costs	13,340	13,300	13,566	13,838
Transport Response Fund				
Subject to Approval	650	650	650	650
Total Delivery & Strategy Approved Projects	16,683	13,334	13,566	13,838
Total Delivery & Strategy Projects Subject to Approval	1,416	986	820	750
Total Delivery & Strategy Revenue Expenditure	18,099	14,320	14,386	14,588

Capital Programme

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
<u>Business and Skills</u>										
AEB Innovation Fund	324	-	-	-	324	-	-	-	-	324
Cambridge Biomedical MO Building	1,702	-	-	-	1,702	-	-	-	-	1,702
Cambridge City Centre	691	-	-	-	691	-	-	-	-	691
CRC Construction and Digital Refurbishment	911	-	-	-	911	-	-	-	-	911
COVID and Capital Growth Grant Scheme	7	-	-	-	7	-	-	-	-	7
Eastern Agritech Initiative	100	-	-	-	100	-	-	-	-	100
Green Home Grant Capital Programme	78,340	-	-	-	78,340	-	-	-	-	78,340
Illumina Accelerator	1,000	1,000	-	-	2,000	-	-	-	-	2,000
March Adult Education	314	-	-	-	314	-	-	-	-	314
Market Towns: Chatteris	228	-	-	-	228	772	-	-	-	1,000
Market Towns: Ely	656	-	-	-	656	344	-	-	-	1,000
Market Towns: Huntingdon	578	-	-	-	578	422	-	-	-	1,000
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	600	-	-	-	600	400	-	-	-	1,000
Market Towns: St Ives	620	-	-	-	620	380	-	-	-	1,000
Market Towns: St Neots	1,000	-	-	-	1,000	3,100	-	-	-	4,100
Market Towns: Whittlesey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Wisbech	701	-	-	-	701	299	-	-	-	1,000
Metalcraft (Advanced Manufacturing)	2,979	-	-	-	2,979	-	-	-	-	2,979
Peterborough City Centre	681	-	-	-	681	-	-	-	-	681
South Fen Business Park	997	-	-	-	997	-	-	-	-	997
Start Codon (Equity)	2,226	-	-	-	2,226	-	-	-	-	2,226
The Growth Service Company	3,000	3,000	3,000	-	9,000	-	-	-	-	9,000
TTP Incubator	33	-	-	-	33	-	-	-	-	33
University of Peterborough Phase 2	14,600	-	-	-	14,600	-	-	-	-	14,600
Total Business and Skills	115,288	4,000	3,000	-	122,288	6,717	-	-	-	129,005

Delivery and Strategy	Approved to Spend Budgets				Total approved to spend	Subject to Approval budget				Total project
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
A10 Dualling	2,000	-	-	-	2,000	-	-	-	-	2,000
A1260 Nene Parkway Junction 15	208	-	-	-	208	5,000	-	-	-	5,208
A1260 Nene Parkway Junction 32/3	239	-	-	-	239	5,030	1,500	-	-	6,769
A141 capacity enhancements	-	-	-	-	-	-	650	1,300	2,300	4,250
A16 Norwood Dualling	626	-	-	-	626	420	12,000	-	-	13,046
A505 Corridor	143	-	-	-	143	-	-	-	-	143
A605 Stanground - Whittlesea	217	-	-	-	217	-	-	-	-	217
CAM Delivery to OBC	3,500	-	-	-	3,500	1,500	6,500	6,500	-	18,000
CAM Innovation Company Set up	2,000	-	-	-	2,000	-	-	-	-	2,000
Coldhams Lane roundabout improvements	234	-	-	-	234	2,200	-	-	-	2,434
Digital Connectivity Infrastructure Programme	3,139	-	-	-	3,139	-	1,500	1,500	1,500	7,639
Ely Area Capacity Enhancements	326	-	-	-	326	-	-	-	-	326
Fengate Access Study - Eastern Industries Access - Phase 1	327	-	-	-	327	1,330	4,200	-	-	5,857
Fengate Access Study - Eastern Industries Access - Phase 2	161	-	-	-	161	660	1,280	-	-	2,101
Local Highways Maintenance & Pothole (with PCC and CCC)	27,695	23,080	23,080	23,080	96,935	-	-	-	-	96,935
King's Dyke	7,589	-	-	-	7,589	2,100	-	-	-	9,689
Lancaster Way	500	-	-	-	500	1,168	-	-	-	1,668
March Junction Improvements	2,114	-	-	-	2,114	2,738	-	-	-	4,852
Regeneration of Fenland Railway Stations	2,610	-	-	-	2,610	674	-	-	-	3,284
Soham Station	9,244	4,000	-	-	13,244	-	-	-	-	13,244
Snailwell Loop	-	-	-	-	-	500	-	-	-	500
St Ives (SOBC, OBC & FBC)	-	-	-	-	-	500	1,000	1,400	1,500	4,400
Transport Modelling	750	-	-	-	750	-	-	-	-	750
Wisbech Access Strategy	4,132	-	-	-	4,132	3,930	-	-	-	8,062
Wisbech Rail	306	-	-	-	306	2,688	3,000	5,000	-	10,993
Total Delivery and Strategy	68,057	27,080	23,080	23,080	141,297	30,438	31,630	15,700	5,300	224,365

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
Housing										
Cambridge City Housing Programme	-	-	-	-	-	-	-	-	-	-
Affordable Housing Grant Programme	-	-	-	-	-	-	-	-	-	-
Housing Investment Fund - contracted	5,728	593	-	-	6,321	-	-	-	-	6,321
Total Housing	5,728	593	-	-	6,321	-	-	-	-	6,321
	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
Corporate Services										
Investment in Finance System	-	-	-	-	-	150	-	-	-	150
ICT Capital costs	44	38	38	38	158	-	-	-	-	158
Total Corporate Services	44	38	38	38	158	150	-	-	-	308
Total Capital Programme	189,117	31,711	26,118	23,118	270,064	37,305	31,630	15,700	5,300	359,999

Cambridgeshire and Peterborough Business Board Annual Delivery Plan 2021-22

FOREWORD

As we look towards post Covid-19 recovery, the Business Board is a vital catalyst in supporting businesses across our region who are blazing a trail of ideas and opportunities that will help Cambridgeshire & Peterborough, and to drive the rebuilding of the economy from this pandemic and our role over the next 12 months is to be the catalyst for that trail.

Our aim as a Business Board is to help cement Cambridgeshire and Peterborough's position as one of the UK's leading hotbeds for inclusive growth. We need to enable our businesses to thrive and the local economy to prosper so that ultimately the Business can help workers, learners and leaders to fulfil their hopes and realise their ambitions. We have also expanded our Business Board to ensure we have the wide range of expertise, capabilities, and perspectives we need to achieve our ambitious plans.

COVID-19 aside, we have continued to invest Local Growth Funding across our region. We are now creating a job for every £7,500 we invest, a remarkable achievement.

As we look to the future the Business Board will ensure that our region is poised to seize the opportunities of the emerging sectors and our newly adopted sector strategies will underpin and inform this exciting challenge.

To do this we will need to first understand and then break down the barriers to growth which currently exist.

Our investment in Growth Works, our new Business Growth Service, will accelerate the rebound and regrowth of our economy, to lead the region out of recession and reboot it to achieve our ambition of doubling GVA over 25 years, in a way that is more sustainable, greener, digitally enabled, and inclusive.

I am incredibly proud of what the Business Board has achieved over the past year and I am incredibly excited about the opportunities that are ahead of us.

Our mission now is to work with our partners to create an innovation economy capable of driving an opportunity society for everyone within our region.

Austen Adams

Chair of the Business Board

Local Skills Report

The Local Skills Report was published in April 2021 and is a useful informative document that sets out the Combined Authority's existing Skills Strategy and associated action plans. It discusses the skills strengths and needs in the region and, reflects on the progress achieved. The Local Skills Report also includes a chapter on the next steps- here it recommends that a new skills strategy is commissioned. The Report provides detailed data and analysis based on a number of core indicators, which are broken down into four key themes:

- Local landscape
- Skills supply
- Skills demand
- Mapping Skills supply and demand

Employment & Skills Strategy

The current Skills Strategy was created in 2019. The strategy was clearly aligned to the Local Industry Strategy (LIS) and has subsequently informed the development of the Local Economic Recovery Strategy (LERS) in relation to Skills.

Many of the actions in the Skills Strategy have been achieved or are nearing completion. Given the fast-moving pace of the skills requirements in a post COVID-19 era and the evolution of the LERS, it is proposed that the Employment and Skills Strategy will be refreshed and published in the Autumn.

The Employment and Skills Strategy will be inclusive and will include the strategic vision for post 16 education through to higher level skills, focusing on the skills required by the local economy to meet the Local Industrial Strategy's ambition to 'improve and grow the local skills base to support a successful, globally competitive economy and labour market grounded in high-skilled and better-paid jobs, increased productivity, and growing strong, sustainable communities'.

Midlife MOT

The Midlife MOT was launched by The Department of Work and Pensions in March 2021 with the intention of supporting those who have suffered a disruption because of Covid-19. The Business Board was awarded funding to develop and implement a regional version of the national programme that would encourage individuals who are 40+ to assess their health, career and finances in mid-life.

To ensure sustainability, the MOT was developed as a digital service to allow the residents of Cambridgeshire and Peterborough to access support as the impact of Covid-19 continues and as the support of the Furlough scheme is removed. The Midlife MOT is an innovative service that is primarily intended to be a preventative measure. It not only supports individuals to plan and navigate a complex landscape of career options, health services and financial planning, but is also designed for employers to offer to their employees in a similar way HR perk boxes support.

To raise awareness of the service a promotional campaign has been run which included radio advertisements, a social media campaign, targeted SMS campaign and editorial in the local press. Over 2500 users were engaged with in a 5-week period and were signposted on to the 3 project partners, Public Health England, the Money and Pensions Advice Service and the National Careers Service. Longer term plans are for the Midlife MOT website to become a part of the Digital Talent Platform within the Growth Works with Skills service. This MOT compliments the activities of Growth Works and can be expanded upon to offer a wider range of services specifically to a demographic that is often overlooked.

Labour Market Information

In February 2021 the Business Board launched a new Labour Market Information (LMI) Portal, providing high quality, reliable LMI to inform careers decisions.

The portal has two main audiences, learners who are making decisions about their future careers and leaders who are looking to get a better understanding of the region's labour market.

Bringing together a series of interactive tools the portal helps young people and careers advisors to understand the types of roles which are currently in demand and the sectors that are currently growing or likely to grow in the near future.

This advice will help our learners to get the information they need to make informed decisions and build a rewarding career. For leaders the LMI provides a strategic overview of the regional labour market, including where current skills shortages and opportunities and how the local labour market impacts the region's economy.

Sector Strategies

The CPCA have agreed to focus on key sectors when developing strategy documents, those being:

- Digital
- Life
- Advanced Manufacturing & Materials
- AgriTech

We have recently completed a refresh of existing sector strategies and are due to complete the outstanding AgriTech strategy by October 2021. The strategies enable us to focus on the priority areas for growth over the next year and will be used to support future funding applications to central government.

Anglia Ruskin University (ARU) Peterborough - Phase 3

The £28m third phase of development comprises of £20 Levelling Up Fund (LUF) funding (subject to Government approval) and matched by an additional £8m from ARU, CPCA and Peterborough City Council (PCC), to create the second teaching building and a University Quarter Cultural Hub.

It will be the centrepiece of the University Quarter Cultural Hub, a new destination for creativity and engagement, linking museums, theatres, libraries and sports facilities through regenerated open green space, pedestrian areas and cycle paths. The quarter will complete the link between the city centre and cathedral to the west, and the River Nene embankment to the south, helping to expand, connect, beautify and diversify Peterborough's urban centre.

At the heart of the project is creation of a "Living Lab", it will be a new open, interactive science lab and education space to creatively engage people (especially young people) in science and technology. Broadening Peterborough's cultural offer, it will provide a window into the city's net zero future through events, exhibitions and flexible learning, including festivals of ideas, immersive displays, hackathons, forums and evening classes.

Phase 3 is expected to be completed and delivered by September 2024.

Future Funding Strategy

Following the completed submissions to the Community Renewal Fund (CRF) and Levelling Up Fund (LUF) round 1 in June 2021, there will be preparation work on applications for LUF round 2 from Fenland District Council, this will be with collaborative support from Combined Authority Officers. Also, there will be development of a LUF transport application from the Combined Authority into round 2.

In Autumn 2021 Government will announce the Comprehensive Spending Review for the next 4 years and this will include full details and criteria for the UK Shared Prosperity Fund (SPF). The Strategic Funds Team have a live pipeline of potential projects that could be developed further into applications to the new UKSPF when Government call for project shortlists to the new fund. The Business Board will develop the strategic focus of this call to frame the themes which the Business Board wishes to see funding interventions targeting in the future.

Local Economic Recovery Strategy (LERS)

The LERS is a live and evolving strategic document which lays down a roadmap formed of specific interventions which will aim to accelerate the recovery of our local economy. Further insights will principally be gained through our parallel programme of COVID-19 insight work to better prioritise 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) original growth plans, including the Local Industrial Strategy.

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 Zones	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 (financially complete / evaluation stage)	£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 	



High Performance Computing Study and Roadmap

To:	Business Board
Meeting Date:	19 July 2021
Public report:	Yes
Lead Member:	Chair of the Business Board, Austen Adams
From:	SRO LGF and Market Insight & Evaluation, Steve Clarke
Key decision:	No
Recommendations:	<p>The Business Board is asked to:</p> <ul style="list-style-type: none">a) Approve the commissioning of a feasibility study for the High Performance Computing and Artificial Intelligence capability to support the Digital cluster development; andb) Recommend the Combined Authority Board approve £46,000 Enterprise Zone Reserve funding to commission the development of a feasibility study for the High Performance Computing and Artificial Intelligence capability to support the Digital cluster development across Greater Cambridge and wider Combined Authority area.

1. Purpose

- 1.1 This paper seeks to present to the Business Board the scope of the opportunity related to High Performance Computing capability and to seek a recommendation to the Combined Authority Board to fund a feasibility study to understand and produce a roadmap that frames routes to benefit from this capability and outlines core actions to deliver on one of the key recommendations in the Digital Priority Sector Strategy.

2. Background

- 2.1 The Digital Sector Strategy was completed, approved and adopted by the Business Board and Combined Authority in March 2019.
- 2.2 The Digital Sector Strategy is one of the Four Priority Sectors as outlined in the Cambridgeshire and Peterborough Local Industrial Strategy, the strategies have been developed in following priority sectors:
- Agri-Tech
 - Advanced Materials and Manufacturing (AMM)
 - Life Sciences
 - Digital
- 2.2. The Digital strategy recommendations were refreshed and agreed by the Business Board on 19th May 2021, then recommended to and approved by the Combined Authority Board on 30th June 2021, these revised Digital Strategy recommendations to be included to original strategy as an addendum on Combined Authority website.
- 2.3 The recommendation to deliver a feasibility study and roadmap for the Digital Sector was within the refreshed set of recommendations approved by the Business Board on the 19th May 2021. It was agreed at the same Business Board that an implementation plan would be compiled across all the sector strategies once the fourth final sector strategy is completed on Agri-Tech sector.
- 2.4 This request to fund a study and produce a Roadmap for High Performance Computing is being brought forward to the Business Board ahead of completing an implementation plan that will cover delivery across all the sector strategies when they are completed. This is because of high interest in this particular subject instigated by significant press following the high profile investment being made by key digital companies Kao Data and NVIDIA into the new super-computing Cambridge-1 capability in the region.
- 2.5 In December 2020, a bespoke roundtable event was held led by Kao Data (home of NVIDIA Cambridge-1), in conjunction with Business Weekly newspaper and the large data-hungry companies and organisations in Cambridge. This event created the idea for an HPC roadmap for Cambridge, which would not just be relevant to large companies but would also support the city's unique AI/ deeptech start-up ecosystem. The roundtable subsequently began a series of discussions on the potential of the roadmap covering Greater Cambridge in respect of x-tech and x-region.
- 2.6 Post-pandemic, it has never been more important for Cambridge to be leading the way in AI, innovation, technological developments and drug discovery. However, supercomputing, the foundational building block for further growth, requires reliable and abundant sources of

power. There are currently an estimated 40 trillion gigabytes (40 zetabytes) of data in the world due, in part, to machines signing on to networks and the Internet – and this figure is set to continue doubling every two years.

3. High Performance Computing Roadmap Proposal

- 3.1 In recent years, significant resources have been spent on progressing housing, transportation and community in the city– but now we need to move Cambridge forward technologically to support our existing businesses and be a location of the future.
- 3.2 Many of the larger companies are currently served by their own means. As their computing technology requirement grows, their needs will inevitably change and they steer their investment strategies to accommodate this. Meanwhile, smaller companies do not believe they have a voice at the table. Their needs are subsequently uncoordinated, unrepresented and under-served – which affects their ability to remain in the region. This needs to be addressed as part of this roadmap, to ensure they are part of the convened group.
- 3.3 With the imminent arrival of exascale computing (some 1,000 times faster and more powerful than the petascale), Cambridge’s unique and highly skilled ecosystem urgently requires a specific HPC roadmap to:
- ensure there is suitable future provision of 100% sustainable power for its prolific research communities and power-hungry sectors
 - ensure the provision of world-class data centre facilities and fibre within the Cambridge region
 - support the convergence of technology for global advances
 - strengthen and retain its global positioning as one of the premier hubs for both
 - supercomputing and AI in the UK and Europe, and stay ahead of the game
 - HPC/ AI Roadmap concept as core pillar of Cambridge ICT strategy, but this project will be relevant across the Combined Authority region, and beyond
 - The creation of a genuine supercomputing ecosystem to ensure accessibility to all, sharing of best practice and networked working between smaller start-ups and established research institutions.
- 3.4 The intention for the HPC roadmap is to become a core pillar of the technological future of Cambridge and the extended region, as part of the Combined Authority’s remit and ICT strategy. As we level-up and progress post COVID, we also need to be getting ahead of the need to retain our regions contribution to the rest of the country.
- 3.5 The HPC roadmap proposal is detailed further in Appendix 1.
- 3.6 Four quotes have been obtained for completing the work and they range from £25,000 to £45,200. The process to select one of the bidders for the work is underway but subject to confirmation of approved budget.

- 3.7 The Business Board is asked to approve the commissioning of a feasibility study for the High Performance Computing and Artificial Intelligence capability to support the Digital cluster development, which was one of the recommendations agreed by the Business Board on 19th May 2021 as part of the refreshed Digital Strategy set of recommendations.
- 3.8 The Business Board is asked to recommend the approval of a budget of £46k funding from Enterprise Zone Reserve Funds to fund the HPC feasibility study and production of a Roadmap.
- 3.9 If funding is approved by the Combined Authority Board the completed HPC study and Roadmap will be brought back to the Business Board for approval of final draft, once the final draft is agreed by the Business Board this will then be recommended to the Combined Authority for adoption as an addendum to the original Digital strategy.

Significant Implications

4. Financial Implications

- 4.1 The cost of commissioning the HPC feasibility study and Roadmap, if approved, should be no more than £45,200. A budget of £46k is being requested for this to be funded from the Enterprise Zones Reserve Fund.
- 4.2 The table below shows the impact of the requested decision on the MTFP.

Financial change summary (£'000)			2021-22	2022-23	2023-24	2024-25
Change Requested	HPC Study and Roadmap (new line)	Approved	46	-	-	-
		STA	-	-	-	-
Revised MTFP	HPC Study and Roadmap	Approved	46	-	-	-
		STA	-	-	-	-

- 4.3 Please refer to Table 8 in Agenda Item 2.1, Budget & Performance Report, which gives an overview of the asks on the Enterprise Zones Reserve Fund. As can be seen, there are sufficient funds forecast to be received within 2021/22 to meet this funding requested here, along with those in Item 3.2 and Item 3.4, whilst leaving an in-year surplus of £114k.

5 Legal Implications

- 5.1 There are no direct legal implications.

6. Other Significant Implications

- 6.1 None.

7. Appendices

7.1 Appendix 1 – High Performance Computing Briefing and Roadmap Proposal

8. Background Papers

8.1 [Business Board Sector strategies update approval and adoption 19th May 2021](#)

8.2 [Business Board approval and adoption of Digital Sector Strategy 23rd September 2019](#)

8.3 [Local Industrial Strategy and associated sector strategies](#)

8.4 [Digital Sector Strategy \(published September 2019\)](#)

8.5 [Combined Authority Board 30 June 2021 – Sector Strategies \(Item 7.6\)](#)

The challenge

Cambridge is widely recognised as the UK Centre for Science, Technology & Innovation. And that was long before NVIDIA announced breath-taking plans to create an open Centre of Excellence for “the age of Artificial Intelligence (AI)” in the city, which includes a world-class AI laboratory at the Arm headquarters and Cambridge-1, the UK’s most powerful supercomputer, which will be dedicated to AI research in healthcare and housed on the nearby Kao Data campus.

With a community of super-scale research organisations, University of Cambridge spin-outs and innovative startups, this heady combination of high performance computing (HPC) and AI heralds a golden age of significant scientific breakthroughs and opportunities for our region.

But, with burgeoning demand from the AI world and FinTech’s too, we also need to consider how such technological advancement, supercomputing innovation and intensive machine learning workloads will impact the landscape around us, now and in the future.

How did this conversation get started?

In December 2020, a bespoke roundtable event was held led by Kao Data (home of NVIDIA Cambridge-1), in conjunction with Business Weekly newspaper and the large data-hungry companies and organisations in Cambridge. This event created the idea for an HPC roadmap for Cambridge, which wouldn’t just be relevant to large companies but would also support the city’s unique AI/ deeptech startup ecosystem.

Cofinitive were the conveners of the roundtable and subsequently began a series of discussions on the potential of the roadmap x-tech and x-region.

Why do we need a roadmap?

Post-pandemic, it has never been more important for Cambridge to be leading the way in AI, innovation, technological developments and drug discovery. However, supercomputing, the foundational building block for further growth, requires reliable and abundant sources of power.

There are currently an estimated 40 trillion gigabytes (40 zetabytes) of data in the world due, in part, to machines signing on to networks and the Internet – and this figure is set to continue doubling every two years.

With the imminent arrival of exascale computing (some 1,000 times faster and more powerful than the petascale), Cambridge’s unique and highly skilled ecosystem urgently requires a specific HPC roadmap to:

- ensure there is suitable future provision of 100% sustainable power for its prolific research communities and power-hungry sectors
- ensure the provision of world-class data centre facilities and fibre within the Cambridge region
- support the convergence of technology for global advances
- strengthen and retain its global positioning as one of the premier hubs for both supercomputing and AI in the UK and Europe, and stay ahead of the game

*This project initiated for Cambridge but it relevant across the Combined Authority region, and beyond

HPC/ AI Roadmap concept as core pillar of Cambridge's* ICT strategy

- The creation of a genuine supercomputing ecosystem to ensure accessibility to all, sharing of best practice and networked working between smaller startups and established research institutions.

In recent years, significant resources have been spent on progressing housing, transportation and community in the city– but now we need to move Cambridge forward technologically to support our existing businesses, and be a location of the future.

Many of the larger companies are currently served by their own means. As their compute grows, their needs will inevitably change.

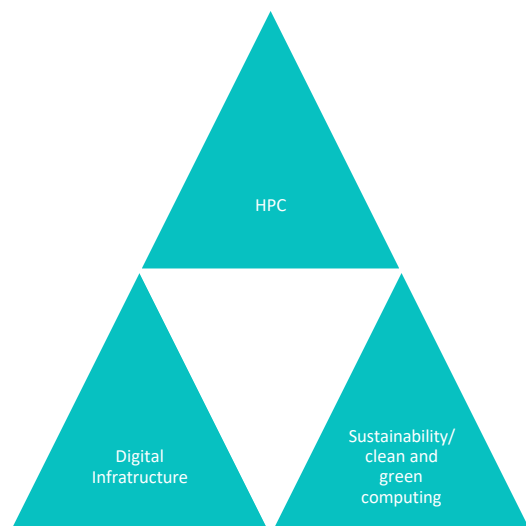
Meanwhile, smaller companies do not believe they have a voice at the table. Their needs are subsequently uncoordinated, unrepresented and under-served – which affects their ability to remain in the region. This needs to be addressed as part of this roadmap, to ensure they are part of the convened group.

Where do we want to get to?

We intend the HPC roadmap to become a core pillar of the technological future of Cambridge and the extended region, as part of the Combined Authority's remit and ICT strategy. As we level-up and progress post COVID, we also need to be getting ahead of the need to retain our regions contribution to the rest of the country.

This is our opportunity to write the Cambridge Phenomenon looking forward, not backwards.

At its simplest level the roadmap will cover the digital infrastructure (led by Connecting Cambridgeshire), 5G requirements and infrastructure, and HPC needs – all led by clean and green computing.



This roadmap will need to consider:

- strategic growth
- sustainability/ net zero
- power

*This project initiated for Cambridge but it relevant across the Combined Authority region, and beyond

HPC/ AI Roadmap concept as core pillar of Cambridge's* ICT strategy

- connectivity/ digital infrastructure
- compute access
- resilience
- shared data, expanding storage requirements and concerns around cloud adoption.

We believe this project will help to escalate the deployment of an infrastructure, which will make Cambridge, the Combined Authority region, and the neighbouring partners (UK Innovation Corridor, Cambridge Norwich Tech Corridor, OxCam Arc) one of the most technologically competitive regions in the world.

To achieve this, the first action is to engage with a relevant company to:

1. Provide a proposal to complete the initial feasibility study
2. Secure feasibility study funding (discussions underway with the Combined Authority officers)
3. Complete the initial study work leveraging a decentralized working group.

This feasibility study would then propose the next actions as appropriate which may then require further levels of investment to develop and deliver the roadmap – by collaborating with the public and private sector, locally and in Westminster.

*This project initiated for Cambridge but it relevant across the Combined Authority region, and beyond

HPC/ AI Roadmap concept as core pillar of Cambridge's* ICT strategy

Who is engaged?

Original group

- Kao Data
- Huawei
- EMBL-EBI
- Wellcome Sanger Institute
- University of Cambridge
- Arm

Other private sector organisations

- A broad range of startup, AI and ML growth companies
- Large compute companies
- Network providers

Stakeholders (approached and pending)

- Cambridge Network (supportive)
- Connecting Cambridgeshire (supportive)
- Cambridge Wireless (briefed ref ICT strategy)
- Cambridgeshire & Peterborough Combined Authority Business & Skills Team (funding potential agreed, link to Business Board)
- Sheryl French (energy and sustainability)
- Cambridge Ahead (discussions with Harriet Fear/ Dan Thorp)
- Cambridge&/ Growth Works (approach pending, inward investment draw)
- UK Innovation Corridor / Innovation Core / Cambridge Norwich Tech Corridor / OxCam ARC (approach pending)
- Cambridge Cleantech / OneNucleus (approach pending)

Conveners

- Kao Data
- cofinitive
- Business Weekly

*This project initiated for Cambridge but it relevant across the Combined Authority region, and beyond

HPC/ AI Roadmap concept as core pillar of Cambridge's* ICT strategy

Supporting Quotes

"It's important for a centre like Cambridge to have the capacity to keep doing the research we are doing and to continue attracting the right talent."

Henk Koopmans, CEO of Huawei Technologies R&D UK

"The number of organisations in Cambridge utilising HPC and GPU-powered AI is unlike any other location in the UK. Power availability and, indeed, connectivity are two important issues for a city with desires to become a 'smart-city' of the future."

Spencer Lamb, Vice President (Sales), Kao Data

"A roadmap, showing the power infrastructure that's going to be built up around Cambridge, will allow people to do a lot more planning."

Sarah Cunningham, Vice President, Technology Operations Services Group, Arm

"Data growth is increasing at an alarming rate. Regardless of whether it's for NHS Test and Trace, epidemiological research or vaccine investigations, it is essential that we can scale up and manage this data in a coherent fashion across borders."

Dr Peter Clapham, Team Leader for the Informatics Support Group, Wellcome Sanger Institute

*This project initiated for Cambridge but it relevant across the Combined Authority region, and beyond

Business Board Performance Assessment Framework and Recruitment Process

To:	Business Board
Meeting Date:	19 July 2021
Public report:	Yes
Lead Member:	Chair of the Business Board, Austen Adams
From: Domenico Cirillo,	Business Programmes & Business Board Manager, Domenico Cirillo
Key decision:	No
Recommendations:	<p>The Business Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the proposed Performance Assessment framework for the evaluation of the Business Board and individual private sector members;b) Recommend the Combined Authority approve the preferred option to fund the evaluation;c) Note the resignation of both Kelly Swingler and Nicki Mawby as Business Board members; andd) Agree the process and timetable for the recruitment of Business Board members from August 2021 following Board approval.

1. Purpose

- 1.1 To seek Board approval of the proposed performance assessment framework for the evaluation of the Business Board function and of individual private sector members.
- 1.2 To notify the Board that both Kelly Swingler and Nicki Mawby have submitted written resignations as members of the Business Board with immediate effect.
- 1.3 To seek Board endorsement for the recruitment of replacement Business Board members and reserve list to cover any future vacancies.

2. Performance Assessment & Evaluation Framework

- 2.1 Best practice recommends that any board, regardless of sector, company type or industry, should continuously review effectiveness and assess performance to improve. The subject of Business Board performance was one of the recommendations from the Governance Review Workshop held back in January 2020, and it was agreed that an improved process for Board performance or otherwise will be recommended to the Business Board for implementation (see Appendix 1 for a copy of the Business Board Governance Review Progress Report - Sept 2020).
- 2.2 The effective functioning of a board is a key factor contributing to the success of an organisation. An externally facilitated review of the Board can be extremely valuable in contributing to board effectiveness, which has been recognised through various governance codes over the years, typically on a 'comply or explain' basis. Whether an organisation is listed or not, a periodic and rigorous board evaluation process represents best-practice and should be considered as part of any governance or board effectiveness review focusing on examining the following:
 - Roles and responsibilities. The extent to which the board and its members are successful in fulfilling their key roles and responsibilities. The extent to which individual members contribute to the achievement of these objectives.
 - Structures and procedures. The extent to which the board and its members adhere to best practice in their structure and procedures.
 - Appropriate board behaviours. The extent, to which the culture of the board and members, and the behaviour patterns of individual directors, is supportive of the effective functioning of the board.
 - Recommendations as to how the board and its individual members can perform more effectively.
- 2.3 Combined Authority officers are proposing the Combined Authority appoint the Institute of Directors (IoD) Board to undertake the performance assessment and evaluation, who specialise in providing Board effectiveness services – please see brochure attached as Appendix 2 for further details and Appendix 3 for a copy of the IoD proposal.
- 2.4 The IoD will utilise an “8 Step Board Evaluation Methodology” which uses a combination of tools and techniques including questionnaires, interviews, and observations. It also takes

account of the organisation type (e.g. public vs private sector, SME vs listed company, family business etc.).

The 8 steps of the methodology are followed to help build as complete a picture as is practical during the evaluation process:

- Step 1: Discovery and analysis (review of key documentation and board level activities)
- Step 2: Confirmation of questions for IoD Board Evaluation Questionnaire
- Step 3: Distribution of IoD Board Evaluation Questionnaire
- Step 4: Structured and confidential interviews
- Step 5: Observations of board meeting(s) over the past 12 months (available via Zoom)
- Step 6: Drafting of findings and recommendations
- Step 7: Presentation of findings and formulation of agreed action plan
- Step 8: Submission of final report, evaluation, and de-brief.

- 2.5 The time scales for delivering a Board evaluation vary. It is a function of organisation size, structure and scale, board composition and geographical location. Timescales for the delivery are therefore, agreed as part of the pre brief and detailed scoping phases of the methodology and will be agreed before the commencement of detailed evaluation activities.
- 2.6 Following the completion of the review the consultants will draft a board effectiveness report providing a balanced description of the effectiveness of the board and its members based on the evidence gathered. The report will provide a factual and objective summary of the evidence gathered. This draft report, together with recommendations for improvements, will be delivered via a facilitated workshop to the Business Board where all members will be engaged to identify final areas of action to take forward.
- 2.7 The final report will be submitted along with an action plan to create sustainable and measurable change and will be presented at the Business Board in November. This will be delivered alongside a debrief session with members to evaluate the quality of the experience and service overall.
- 2.8 There are several benefits that may be derived from board evaluation. When embarking upon a board evaluation process, and include (but are not limited to) the following:
- Providing a periodic opportunity for the board to pay detailed attention to the firm's corporate governance framework, which can often be overshadowed by short-term business issues during regular board meetings
 - Testing members' knowledge of the business and its strategic situation
 - Assessing the balance of skills, knowledge and experience on the board

- Identifying weakness that can be remedied by training and development, or the introduction of additional or replacement board members
- Reviewing current board and committee working practices, and considering how to improve efficiency
- Reviewing the effectiveness of board's strategic thinking and decision-making
- Providing an ongoing challenge to attitudes on boards with long-serving or dominant members
- Generating information for shareholders and other legitimate stakeholders concerning the functioning of the board and overall approach to corporate governance
- In those cases where the composition or membership of the board is inadequate, creating the conditions for a possible change of constituents.

3. Private Sector Member Recruitment

- 3.1 Following the recent resignation of two Business Board members, it is necessary to undertake a recruitment campaign to appoint replacement members and to establish a reserve shortlist to cover any future vacancies.
- 3.2 There is also a requirement to confirm the reappointments of existing members appointed to the board in September 2018. Business Board members can serve for a period of three years, renewable for one further term subject to the approval of the Business Board. Section 3.3.41 of the Assurance Framework sets out the principles of membership and the terms of office whereby *"The term of office for private sector representatives will normally be a maximum of three (3) years, and subject to a maximum of one consecutive term"*.
- 3.3 The recruitment process for new private sector members will run concurrently with the board evaluation process and is expected to take up to 3 months from August 2021 for new appointments to be made in time for the Business Board meeting in November. The process for appointing the new Business Board members will be as follows:
 - HR and Business Board team to finalise the job profile
 - Board member vacancies to be advertised on CPCA website and through the Mayor's office, including the Centre for Public Appointments website
 - Shortlisting of applications by HR (with a focus on meeting Diversity requirements around target groups)
 - Board members and CPCA Officers to network with potential candidates, referring them to the job advert
 - HR and Business Board team to finalise candidate shortlist and to confirm arrangements for candidate interviews
 - Formal Appointment panel to include the Chair or Vice-Chair of the Business Board,

Mayor of Cambridgeshire and Peterborough Combined Authority or the Combined Authority's Lead Member for Economic Growth supported by the Director of Business and Skills or his/her nominee

- Appointments Panel to confirm appointments of recommended Board members.

- 3.4 The job profile and advertisement will be openly advertised on a variety of platforms to ensure that people across the business community have an opportunity to apply and be considered for the roles.
- 3.5 As stated in the Business Board Constitution, whilst all appointments to the Business Board will be on merit, in accordance with Government requirements, appointments will align with the Business Board Diversity Statement (July 2019), which is attached as Appendix 4 for information.
- 3.6 The costs of the recruitment process are estimated to be c. £5,000; this is already allowed for within the Local Growth Fund (LGF) Programme Costs budget line, as there is a recurring allowance for recruitment costs in each year.

Significant Implications

4. Financial Implications

- 4.1 The proposed cost of the board evaluation as set out in this report is £35,000 plus VAT. As this is a one-off item that was not proposed at the time of budget setting, there is not existing provision within the MTFP. Consequently, a new budget line would need to be created and funded.

There are two options available to the Board, and a decision will need to be agreed on which of the following options is recommended for Combined Authority approval:

Option 1 – Allocate the full cost to the Enterprise Zones Reserve Fund

Option 2 – Allocate the cost in line with the Business Board members remuneration process, with 75% taken from the LGF Programme Cost and 25% taken from the Enterprise Zones Reserve Fund.

- 4.2 The table below shows the impact of the requested decision on the MTFP.

Financial change summary (£'000)			2021-22	2022-23	2023-24	2024-25
Change Requested	BB Effectiveness Review (new line)	Approved	35	-	-	-
		STA	-	-	-	-
Revised MTFP	BB Effectiveness Review	Approved	35	-	-	-
		STA	-	-	-	-

- 4.3 Please refer to Table 8 in Item 2.1, Budget & Performance Report which gives an overview of the asks on the Enterprise Zones Reserve Fund. As can be seen, there are sufficient funds forecast to be received within 2021/22 to meet the funding requested here under either option, along with those in Item 3.2 and Item 3.3, whilst leaving an in-year surplus of at least £114k.
- 4.4 Please refer to Section 9 in Item 2.1, Budget & Performance Report which outlines the funds available for the LGF Programme Costs Budget. Should the Board decide on Option 2, there is sufficient headroom within the budget to accommodate the sum of £26,250.

5. Legal Implications

- 5.1 The requirements around improving LEP performance are set out in the National Assurance Framework (Pg 44, Self-Regulation and Peer Review):

(167) LEPs have an essential role in self-regulation and peer review to drive improvement across the sector. The Government encourages LEPs to share and support best practice. The Government and the LEP Network will be looking to establish visits and partnerships between LEPs so that LEPs can build up their capacity to be a self-regulating sector. The Government, the LEP Network and LEPs will develop a sector-led approach to assessing and improving performance through regular peer review.

(168) In the majority of cases, Government intervention will be minimal as the sector matures and self-regulates to effectively address underperformance at the local level and through the network of Local Enterprise Partnerships. As outlined in the Framework, we expect LEPs to self-regulate and seek challenge to improve their working arrangements.

- 5.2 The requirements as to recruitment of the Business Board Chair and Members are set out in the Business Board Constitution and the Assurance Framework.

6. Other Significant Implications

- 6.1 None.

7. Appendices

- 7.1 Appendix 1 – Business Board Governance Review Progress Report (September 2020)
- 7.2 Appendix 2 – Institute of Directors Board Evaluation Services Brochure
- 7.3 Appendix 3 – Institute of Directors Board Evaluation Proposal
- 7.4 Appendix 4 – Business Board Diversity Statement (July 2019)

8. Background Papers

- 8.1 [Cambridgeshire and Peterborough Combined Authority Constitution](#)
- 8.2 [Business Board – Governance Review report \(15th September 2020\)](#)
- 8.3 [National Local Growth Assurance Framework](#)

Update on Governance Review Recommendations (September 2020)

Combined Authority Board Oversight & Assurance:

In line with the recommendations of the Business Board Governance Review, Combined Authority members considered revising the ratification process for LGF funding decisions. The outcome of those considerations was to make no change to the ratification process. Members noted that the current ratification process works well, and change was not required.

Board Membership & Governance:

Member feedback	Action taken
Implementation of a written notice/declaration register which notifies of conflicts of interests. That document could be circulated before every Board meeting.	A written notice has been developed for circulation ahead of all future Business Board meetings with agenda and papers. This will be implemented from the November Business Board going forwards.
Greater detail and breakdown of information on Business Board agendas to clearly show each item and to better inform Board members of decisions which gave rise to conflicts of interests.	This feedback is captured within the above written notice. Detail includes the agenda item, the report title and the conflicting member(s) or officer(s).
Clarity between Commercial, Personal, & Relationship, including family conflicts of interests. This could be provided via written guidance to members.	Improving the clarity between different types of conflicts will be addressed as part of the current review of the Cambridgeshire & Peterborough Combined Authority Constitution. The revised Constitution will be circulated to all Business Board members once updated.
Post approval conflicts (which may materialise at a future date from original declaration), should also be recorded at the earliest opportunity.	All Business Board members must ensure that they notify the Monitoring Officer of any conflicts as they arise and update their Business Board Register of Interest form accordingly.
Regular updating of conflicts of interest forms. This could be implemented by sending conflict forms out every three months.	It is unlikely that conflicts will arise within this short time frame and it is also a responsibility of members to notify of any new

	conflicts not detailed on their Register of Interests when they become aware of them.
Guidance on format and how Board meetings operate via a protocol could be adopted which sets out the interaction between the Business Board and the Combined Authority Board.	Business Board members are now familiar with the format of Business Board meetings and how the Board interacts with the Combined Authority and this is reflected with representation of the Business Board on the Combined Authority Board itself and Sub-Groups such as the Entrepreneur Assessment Panel (EAP) and the Employment & Skills Board.
Members identified that training for members on dealing with press, the public and social media would be beneficial.	Officers are exploring training options and contact has been made with the CPCA Communications Team to help facilitate this.
Pre-meeting briefings should include all Board members and not just the Chair and/or Vice Chair.	A process in place allowing for Business Board member input on the forward plan on a specific item on the Business Board meeting agenda. Members are equally encouraged to propose agenda items by email to the Chair and/or Business Board Manager at any time. This feedback can then be discussed at the pre meeting briefings with the Chair and Vice-Chair in the development of agendas and forward plans.
Location of Board meetings should be flexible to include the locations in which projects are based and where members are located	For the time being, all Business Board meetings are currently held virtually and this action will be kept under review.
Maintaining a register of preferred methods of contact for each member	A spreadsheet of preferred methods of contact exists for all Business Board members. Members are encouraged to update the Business Board Team of any change in preferred methods of contact.
Defining member lead responsibilities/accountability (based on B&S key deliverables). Officer mentoring opportunity to promote member development and operational knowledge.	Work has already begun to assign members to specific workstreams within the CPCA alongside Business & Skills project leads. This will be discussed further at Business Board Activity Update meetings.
Provision of key contacts list of officers and Stakeholder partners	Work has begun on collating stakeholder mapping data from each member to establish the wider network of the Business Board.

Sharing of best practice from other LEPs (at Business Board and Officer level)	This feedback is being addressed as a separate item on the Business Board Agenda to establish the LEP Partnering Strategy which will be brought to Business Board in November 2020.
The recruitment processes adopted in August 2019, along with the formal induction day, should be continued. In addition, the composition of the appointment panel should be reduced to a maximum of 4 panel members. Arrangements for resignation of all members including the Chair and Vice Chair should fully reflect the National Assurance Framework.	The recruitment process and arrangements for resignation of all members has been adopted and is reflected within the CPCA Constitution. These changes will also be reflected in Local Assurance Framework.
The Conflict of Interest policy should be updated and include a process for declaration of officer conflicts.	The Code of Conduct is being reviewed as part of a wider CPCA Constitutional review. Register of Interest forms for Officers are being developed and will be implemented in due course.
The implementation of a gifts and hospitality policy could provide better clarity for Board members and should be implemented.	The CPCA Gifts and Hospitality policy is being reviewed as part of a wider CPCA Constitutional review.
A Remuneration and Expenses policy should be adopted.	The Business Board Remuneration Scheme was approved in July 2019 and is available on the Business Board website.

Board Performance:

Board performance is indirectly and broadly measured through improvement outcomes arising from the LIS and the various delivery plans stemming from it, as well as the BEIS annual performance review process.

MCAs with a Single Pot and LEPs are required to ensure that there is appropriate input, output and outcome monitoring, as well as evaluation of projects taken forward. The LGF Monitoring and Evaluation is currently in its first phase of work, assessing projects from the Greater Cambridge Greater Peterborough Local Enterprise Partnership. Following this, a second phase of evaluation of the whole LGF programme will be undertaken.

The Government encourages LEPs to share and support best practice. An update on the LEP Partnering Strategy will be brought to Business Board at its meeting in November 2020. It is anticipated that best practice will be shared and that improved processes for Board performance or otherwise will be recommended for implementation after the peer process has concluded. Further to this, strategic partnership agreements are being implemented with overlapping authorities and LEPs, based on a mutual understanding

of commitments beyond Cambridgeshire & Peterborough. An update on the strategic partnership agreements will be brought to the Business Board at its meeting in November 2020.

It is noted there is a need for a Business Board Communication Plan. Work has begun on stakeholder mapping of member networks to strengthen channels of communication. The Combined Authority proposes to appoint a Business & Market Engagement Officer to strengthen the link between the Combined Authority, the Business Board and wider business community. The input of Business Board members on developing Business Board communications is recognised and valued.

The LGF Programme Management Review paper updates on progress made with overall programme and at different stages of each project, including development, contract, delivery, and monitoring.

Officers are looking at a process to establish activity/workstream leads to allow for more accountability around individual member performance. This will be discussed further at Business Board Activity Update meetings.

Annual Performance Review 2019/20 – following formal review meetings, officials in the Cities and Local Growth Unit undertook a review to look at

the performance of each LEP across the three themes: governance (good), delivery (requires improvement) and strategic impact (requirement met). CPCA officers are working together with BEIS to review the wider LEP requirements in relation to the assurance and reporting processes for 2020-21 given the current circumstances around Covid19.

Effective Decision Making:

The input of all Business Board members is of significant value in forward planning and aligning strategic priorities from the LIS. The process in place allows for Business Board member input on the forward plan at a specific item on the Business Board meeting agenda. Members are equally encouraged to propose agenda items by email to the Chair and/or Business Board Manager at any time. This feedback can then be discussed at the pre meeting briefings with the Chair and Vice-Chair in the development of agendas and forward plans.

To assist robust decision-making at Combined Authority Level, Business Board meetings have now been scheduled to take place two weeks before Combined Authority Board meetings. The dates of the Business Board meetings and invitations have been circulated to members until May 2021.

To ensure a timelier process for updating Business Board members on Combined Authority Board meetings, where recommendations from the Business Board are approved, officers now circulate the Combined Authority Board Decision Summary to members following publication.

As no revisions have been made to the ratification process, no amendments are needed to the current urgency procedure.

Officers are encouraged to use appendices to reduce the length of board papers. In addition to the full agenda document pack available on the meeting web page, each agenda item is displayed on the web page with individual links to papers and appendices to allow for ease of access.

IoD Board Evaluation Services

Appendix 2



“Best practice recommends that any board, regardless of sector, company type or industry, should continuously review their effectiveness.”

Dr Roger Barker, Director of Policy and Corporate Governance, IoD



We believe that ‘better directors make for better businesses and a better world’

As the world’s only chartered professional institute for directors, we understand the pressures that boards face. We have devised a suite of board effectiveness services which provide the basis for continuous improvement and enhanced board performance.

Our Royal Charter is an acknowledgement of the continuing work we do to pro actively promote professionalism, and excellence within and beyond the boardroom. We are globally renowned as a leading authority on board effectiveness and corporate governance with over 20,000 members worldwide.

As we navigate out of the pandemic, boards have an even more critical role to play in supporting the economy and our societies build back better in a sustainable, responsible and ethical way. Boards are having to continuously adapt and evolve their way of working. Against this backdrop, never has there been a more crucial time for an independent board review.

With over a century’s worth of experience working with directors from start-ups to FTSE, banks to NGOs, charities to the military and local public sector organisations to global multi-nationals, we set the standards for what makes an effective director, a high-performing board, and a successful organisation. We have a proven track record delivering fully independent board effectiveness reviews, to help identify the strengths and capabilities of your board in which to capitalise on, as well as areas for development.

Our board effectiveness reviews are conducted by highly experienced practicing directors, many of whom are also Chartered Directors, with unique depth and breadth of knowledge and experience. We recognise that there is no ‘one size fits all’ approach when it comes to board reviews and take in to account the size, complexity and level of maturity of individual companies, and their objectives concerning their own development. Given the diversity amongst organisations, corporate governance principles are applied in a pragmatic and flexible manner, reflecting the individual circumstances of each company.



Why choose an IoD board effectiveness review?



A proven methodology.



Fully independent and impartial.



Measurable and action-orientated - we provide a baseline for immediate and future improvement.



Flexibility to tailor the review to suit your board.



Rigorous quality assurance and oversight.



Access to a diverse team of expert evaluators who are also practising directors.



We combine local knowledge with global best practice.



Relevant benchmarking with peer organisations as appropriate.



Global thought leaders on good governance.
We are driving the direction of future business policy and setting the standards for directors.

Our board effectiveness review team

Our diverse team of board evaluators are all practicing directors with extensive experience conducting board reviews across all sectors and industries worldwide. The team is led by two principal evaluators and an oversight lead. An IoD board review will give you an objective insight into your board and its performance, providing you with a baseline for immediate and future development.

In addition to our team of expert evaluators, the IoD approach includes an additional layer of oversight to provide further confidence in relation to independence and quality assurance.

Principal board evaluators

**Janhavi Dadarkar
CDir**



Janhavi is the IoD's Programme lead for Governance, a Chartered Director and an advisory board member of the IoD Centre for Corporate Governance. She currently sits on the board of a global fin-tech, an Indo-European think tank and an advisory board of the largest volunteer organisation of its kind in UK which gives a voice to under-represented students and women. She is an experienced advisor who facilitates the right conversations through board evaluations and training. Examples of clients include EY, Royal College of Defence Studies, TheBoardroom Africa, CFA Institute, CIMA, Willis Towers Watson, Wolverhampton Homes, Cambridge Enterprise, Oxford Innovation and Wilton Park.

Having spent more than two decades in the City of London and a two-year stint in USA as a corporate lawyer, Janhavi went on to be a senior Partner in a boutique advisory firm where she helped boards successfully navigate their organisations into new jurisdiction. She sold that business and now focusses on being a thinking partner for boards either as a facilitator, general counsel or advisor.

At the IoD, Janhavi is the main author for the Role of the Board and Director and the Board UK and International handbooks which are both widely acknowledged as being the most comprehensive guides for board members on their role irrespective of size, nature and complexity of the organisation.

Paul Munden CDir



Paul is an experienced commercial law barrister, non-executive director, chairman and Chartered Director. Paul has served as general counsel on the board of the Business Link operation in London, a not-for-profit organisation helping businesses overcome barriers to success. During this time, Paul advised on a wide range of complex and politically sensitive commercial law issues, working with senior leaders in government and the civil service.

Paul has led Chartered Director courses within the UK, Europe, the Middle East and many other jurisdictions across the world. He has extensive experience in carrying out board effectiveness and governance reviews in the private, third and public sectors. Paul has worked with the boards of some of the world's leading organisations, including Credit Suisse, PwC, Samruk- Kazyna, Bibby Group, Ford and John Lewis. In the third sector, Paul has assisted organisations such as the CFA Institute, Sport and Recreation Alliance, Peabody Trust, RIBA, the NHS and the Local Government Association.

Paul has also worked with a number of high profile international public sector bodies including the Abu Dhabi Accountability Authority, National Lottery Ghana and the Islamic Development Bank. Paul is an experienced non-executive board member and is currently chair of a high-profile national charity in the arts. Paul has previously served on a number of public sector boards including The General Teaching Council for England, the Legal Services Board and the Mid Essex Primary Care Trust.

Board evaluation oversight lead

Dr. Roger Barker



Roger is the IoD's Director of Policy and Corporate Governance and is a member of the Executive Management team. He is an experienced educator specialising in governance and board evaluation, with over 20 years' experience as a board member. He is senior advisor to the Board of the European Confederation of Directors Associations (ecoDa) and has served on boards in the private and third sectors. Between 2015 and 2020, he was a member of the European Economic and Social Committee, the EU advisory body, after being nominated by the UK government for a five-year term.

Having obtained his doctorate on corporate governance from Oxford University, Roger serves as a visiting lecturer at a number of leading business schools, including Said Business School (Oxford) and ESSEC (Paris), and was formerly a lecturer at Merton College, Oxford. He is currently an Honorary Associate at the Centre for Ethics and Law at UCL (London), and is the author of several books and numerous articles in the field of corporate governance and board effectiveness.

In recent years Roger has acted as an external consultant to the IFC, the OECD, GUBERNA, VisionFund International, the European Bank for Reconstruction and Development, Securities Investors Association Singapore, and the Asian Development Bank. He has also conducted board and governance evaluations for leading organisations in Europe, Asia and throughout the world.



Our 8-step methodology

We have developed a robust, and flexible methodology which delivers an objective review of a board's effectiveness.

The IoD Director Competency Framework informs our analysis and forms an integral part to our proven methodology. It is built around three dimensions:

Knowledge

The director's understanding and application of practical and theoretical concepts.

Skills

The expertise that a director demonstrates.

Mindset

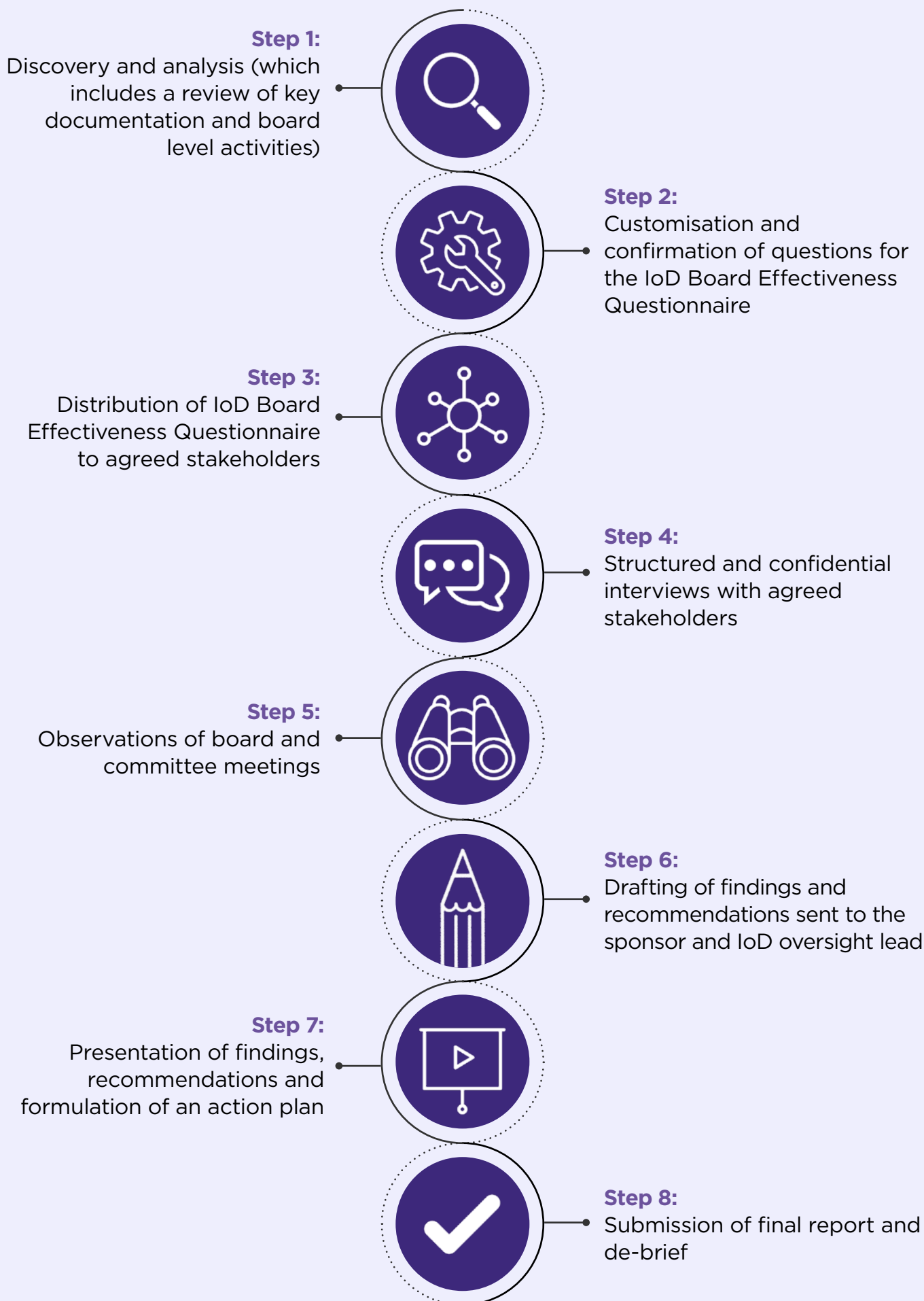
The attitude and disposition that shapes a director's responses and behaviour as an individual as well as in the boardroom.

All our board evaluators are objective when undertaking a board effectiveness review. They perform the review initially from a position of oversight applying the core principles of independence and impartiality. This holistic oversight approach gives the board a candid and meaningful overview of their performance as a board team and the individuals it comprises. This is supported by detailed evidence gathered as part of the review combined with an explanatory narrative of any issues identified and recommendations for the board to consider.



Our methodology is underpinned by the following:

- The UK Corporate Governance Code
- The OECD Principles of Corporate Governance
- The new Code of Practice for board evaluations by the Department for Business, Energy & Industrial Strategy (BEIS)
- The ecoDa Corporate Governance Guidance and Principles for Unlisted Companies
- Bob Garratt's Learning Board framework
- The application of appropriate global best practise frameworks and relevant legislation



Continuous review: The 8 steps are underpinned by a continuous review process. Feedback will be discussed at agreed checkpoints and actioned as required.

Our 8-Step Board Evaluation methodology utilises a combination of tools and techniques including questionnaires, interviews, and observations. Although our proven methodology is highly structured, each of the steps can be (and usually are) tailored to reflect the maturity, culture and composition of the board. It also takes account of the organisation type (e.g. public vs private sector, SME vs listed company, family business etc.). We recommend that all 8 steps of the methodology are followed to help build as complete a picture during the review process.

The times scales for delivering a board effectiveness review vary. It is a function of organisation size, structure and scale, board composition and geographical location. Timescales for the delivery are therefore agreed as part of the pre-brief and detailed scoping phases of the methodology and will be agreed with the board review sponsor before the commencement of detailed evaluation activities.

At the heart of the IoD's approach is a self-assessment and peer review questionnaire. This proven questionnaire has been designed to incorporate all the major aspects of a board and its committees. These standard sections cover 18 elements of board activity and are customisable to suit the sector, industry and board size of your organisation. The output of this questionnaire for the basis of the confidential interviews and any observations sessions of the board and its committees (where appropriate).

Throughout the process, our consultants will review progress and capture feedback from multiple sources. This feedback is used to measure progress and adjust the programme delivery, if necessary.



Client case studies

1

Industry:

Financial services

Company profile:

Private Limited.

Background:

The company is a private multinational company that specialises in premium technology platforms and uses digital transformation to create efficiencies in any market where trading intermediaries exist. Whilst the company had enjoyed good growth in first few years this had now started to stall so strategic changes were required to enable the next stage of growth.

The company selected the IoD to help:

- Professionalise the board.
- Develop better governance frameworks working.
- Develop a strategic growth plan that involved implementing the right culture in the organisation.
- Support the engagement of the board, shareholders and stakeholders in a long-term strategic change.

Outcomes:

The company is now growing despite a shareholder exit, Brexit and the pandemic. This was achieved because the governance frameworks created were based on best practice principles but were tailored to suit the nature and culture of the organisation.

2

Industry:

Energy

Company profile:

Listed AIM plc

Background:

The board approached some key decision points that would determine its future strategic direction, specifically related to the potential exit of key investors and executives. It was determined that an independent review of the board was required to understand what they needed to do to deliver the next stage of the company's development. Through the review it was identified that they required a more sustainable approach for governance in the longer-term.

This took the form of:

- Restructuring board meetings to allow time for proper strategic discussion.
- Appointment of an additional independent non-executive director.
- A review of succession planning arrangements.
- Better definition of financial and non-financial KPIs at board level.

Outcomes:

Acting on the recommendations has helped the board make the best possible decisions for the company and its shareholders at a crucial time for the business. This included a planned transition to new board leadership, which laid the basis for the raising of crucial new development financing for exploration activities in North Africa.

3

Industry:

Reinsurance

Company profile:

Parent company and international subsidiaries

Background

This fast-growing reinsurer and consolidator had executed a number of international transactions, taking over various insurance books across diverse jurisdictions. The company was backed by high quality internationally renowned shareholders. Given the pace of change, the board wanted to assure itself that as the group grew, its governance structures matured to match the size and complexity of the enlarged organisation. This included:

- Clarification of the role of subsidiary boards within a fast-growing group structure.
- Improved focus of parent and subsidiary board agendas.
- Heightened awareness of the importance of culture alignment across the group.
- Review of succession planning and appointment criteria for group boards.
- Expansion of KPIs to take account of operational and cultural alignment indicators.

Outcomes:

Acting on these recommendations this relatively new organisation was able to consolidate their governance processes to future proof the business as it grew. The report highlighted opportunities to align culture and vision across the group to further enhance sustainable growth.

The IoD Centre for Corporate Governance

The IoD Centre for Corporate Governance exists to explore current issues in corporate governance, company stewardship and ESG - for the benefit of the business community and wider society.

iod-cfcg.com.

Established in 2020, the Centre pursues a multi-stakeholder approach - reconciling and contrasting the perspectives of board members, investors, policy makers, academics, employees and NGOs.

By fostering a dialogue between stakeholders - who might normally address governance issues within their respective professional silos - the Centre seeks to encourage collaboration, debate and mutual understanding. Its scope encompasses both private sector enterprises and organisations in the public/not-for profit sectors.

The Centre arises from the IoD's Royal Charter obligation to "promote the study, research and development of the law and practice of corporate governance". As an expression of that mandate, the Centre functions as an independent, not-for-profit centre of excellence.

The IoD
Centre for
Corporate
Governance



For further information
please contact:

Professional Development team
+44 (0)20 7766 2601
developing@iod.com

The Institute of Directors

We believe that helping directors to improve, encouraging great governance, while fostering an entrepreneurial climate, helps generate prosperity in all its forms, making the world a better place.

We strive to remind those
with influence of this belief.

Better Directors, Better Businesses,
Better Economy.

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Training
Events
Networks
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Research
Influencing





Institute of Directors

Board Evaluation Review for LEP Business Board
Proposal

April 2021

The effective functioning of a board is a key factor contributing to the success of an organisation. An externally facilitated review of the Board can be extremely valuable in contributing to board effectiveness, which has been recognised through various governance codes over the years, typically on a 'comply or explain' basis. Whether an organisation is listed or not, a periodic and rigorous board evaluation process represents best-practice and should be considered as part of any governance or board effectiveness review.

Utilising our network of Consultant Facilitators, our interventions focus on examining the following:

- **Roles and responsibilities.** The extent to which the board and its members are successful in fulfilling their key roles and responsibilities. The extent to which individual members contribute to the achievement of these objectives.
- **Structures and procedures.** The extent to which the board and its members adhere to best practice in their structure and procedures.
- **Appropriate board behaviours.** The extent, to which the culture of the board and members, and the behaviour patterns of individual directors, is supportive of the effective functioning of the board.

Following this examination, we will provide a report detailing how the board is performing today, and if agreed between the Consultant Facilitator and your LEP Business Board, provide recommendations as to how the board and its individual members can perform more effectively.

Following the LEP Business Board's review of this discussion document, our next steps are for the board to decide the extent to which the various aspects are to be evaluated and the timeframes for these interventions to take place.

As agreed, there needs to be a Public Sector focus taken into consideration for this board evaluation. The IoD will select a course leader with suitable public sector experience to conduct this complete board evaluation. We will also draw on experience from working with other public sector bodies and the associated challenges they face.

Structure of the evaluation process

Each review may have slight differences in focus, priority and outcomes but will broadly follow a similar approach. The terms of reference of the board effectiveness review are agreed in advance by the board and the external facilitator. This can take the form of a full board evaluation or a more discreet evaluation of specific areas of concern. A full board evaluation process consists of the following stages:



The role of the facilitator

The role of external facilitator is not to sit in judgement over the board.

The constitutional position of the board at the top of the organisational hierarchy means that any review process will always be a form of self-review, even when guided by an external facilitator. The specific role of the external facilitator is to assist the board in coming to a more informed and objective view of itself.

The external facilitator will seek opinions and evidence concerning the functioning of the board and the performance of individual directors.

Conducting the evaluation

In order to conduct the evaluation, the facilitator may seek information on boardroom functioning from a variety of sources, including the following:

- Confidential interviews with individual members.
- Analysis of board and committee agendas, papers, attendance records and minutes (available online)
- Interviews with the company secretary and top executives.
- Group discussions and workshops with the board.
- Direct observation of board (previous board meeting recordings via Zoom available for observation)

The precise balance between each of these (and potentially other) sources of information would be agreed in advance between the facilitator and the Chairman or Senior Independent Director. However, it is important that the facilitator gains agreement from the board regarding proposed methods of evaluation.

Interview with members

Ideally, all member interviews should be conducted within a month.

Although the facilitator may seek evidence on how the board functions from a variety of sources, the most important source of information is likely to be the confidential interviews with individual members. It is essential that each member is willing to be open and honest with the external facilitator in these interviews.

The facilitator may utilise a variety of approaches when speaking with board members. In some cases, a relatively formal questionnaire may be used for the process. Alternatively, facilitators may organise the interviews in the form of structured or semi-structured discussions.

Reporting

Following completion of its evaluations, the facilitator would draft a board evaluation report. This report provides a balanced description of the functionality of the board based on the evidence that has been gathered during the evaluation process.

The report would not make value judgements in respect of the functioning of the board or offer advice as to how the board should function. Rather, it will provide a factual and objective summary of the evidence that has been gathered in the evaluation process.

The facilitator will deliver a final draft of the report to the chairman and the senior independent director. This will allow the chairman to prepare his or her response to the report, and potentially challenge any factual mistakes.

A final written report will then be provided.

Benefits of a board effectiveness review:

There are a number of benefits that may be derived from board evaluation. When embarking upon a board evaluation process, it is essential that a board or chairman is clear about the specific outcomes sought. These could include (but are not limited to) the following:

- Providing a periodic opportunity for the board to pay detailed attention to the firm's corporate governance framework, which can often be overshadowed by short-term business issues during regular board meetings;
- Testing members' knowledge of the business and its strategic situation;
- Assessing the balance of skills, knowledge and experience on the board
- Identifying weakness that can be remedied by training and development, or the introduction of additional or replacement board members;
- Reviewing current board and committee working practices, and considering how to improve efficiency;
- Reviewing the effectiveness of board's strategic thinking and decision-making;
- Providing an ongoing challenge to attitudes on boards with long-serving or dominant members;
- Generating information for shareholders and other legitimate stakeholders concerning the functioning of the board and overall approach to corporate governance;
- In those cases where the composition or membership of the board is inadequate, creating the conditions for a possible change of constituents.

Other points

- Our course leaders are happy to review your recorded board meetings recorded on Zoom for the 'observation' aspect
- The price for this board evaluation will very much depend on the number of interviews conducted, the amount of 'desk work' needed to review board documents etc

Further information to consider:

The timescale for the delivery will be developed and agreed with the LEP Business Board as part of the overall scoping. Dependencies include the timely provision of documentation, the time taken to mutually agree the final questionnaire set, the organisation and completion of the structured interviews identified and the Board's calendar.

Throughout the process, our consultants will review progress and capture feedback from multiple sources. This feedback informs discussions with the Board of Directors Development Lead (and agreed stakeholders) to measure progress and adjust the programme delivery, if necessary.

Please note suggested critical path items below:

1. Discovery and analysis

Our consultants will conduct a rigorous review of existing board level activities and documentation. This is a key step in scoping the questionnaire and approach. This step in the process is also used to assess the effectiveness of board papers, agendas, minutes, and board protocols.

Information that the consultants will, as a minimum, require access to is as follows:

- A clear view of the vision, purpose and values as articulated to the business
- Participants biographies
- Sets of board papers including but not limited to:
 - Last four sets of the LEP Business Board Board of Directors minutes
 - Typical board and committee agendas
 - Constitutional documents
 - 3 sets of financial documents/annual reports

This is a critical path item.

2. Confirmation of the questions for IoD Board Governance Questionnaire

The questionnaire has been designed to incorporate all the major aspects of a board and its committees.

All boards have elements of uniqueness in terms of vision, purpose, strategy, values composition, structure, and organisational design. Hence, we will work with the Board of Directors Development Lead and any other relevant stakeholders to configure the questionnaire to ensure its appropriateness for the LEP Business Board.

This is a critical path item.

3. Distribution of IoD Board Evaluation Questionnaire

The questionnaire will be sent to the 10 members (to include Chair and Deputy Chief Officer). Delivered securely online, it is designed as a self-assessment to gather primary information which helps to formulate the effectiveness of the governance structures and behaviours. The outputs of the questionnaire inform the basis of the structured interviews.

Completion by all participants is a critical path item.

4. Structured, confidential interviews

Although the consultants may seek evidence on how the Board of Directors and its members' function from a variety of sources, the most important sources of information are likely to be interviews with individual members. The consultants will seek to understand from interviewees specific positive and negative perceptions of the way they feel the board operates and provide an opportunity to comment further on areas for improvement. It is essential that each member and stakeholder is willing to be open and honest with the consultants in these interviews.

This is a critical path item.

5. Observations of the Board of Directors and Committees meetings:

Consultants will directly observe two LEP Business Board meetings (available via Zoom). The consultants will assess the effectiveness of the meetings and whether matters discussed are relevant and in accordance with best practice from the Garratt model. The IoD will need sight of the Board and Committee calendars to allow the observations to be scheduled. Ideally observations take place following the structured interviews.

This is a critical path item.

6. Drafting of findings and recommendations

Following the completion of the review the consultants will draft a board effectiveness report providing a balanced description of the effectiveness of the board and its members based on the evidence gathered. The report will provide a factual and objective summary of the evidence gathered. This will be shared with the Board of Directors' Chair in the first instance and feedback taken on board. In this session, the consultants will also scope the facilitated workshop with the full Board of Directors where the findings will be presented and an action plan developed based on the recommendations.

7. Presentation of findings to the LEP Business Board

This report, together with recommendations for improvements, should be delivered via a facilitated workshop to the LEP Business Board of Directors. During the workshop all members will be engaged in order to identify final areas of action to take forward

8. Final report, evaluation and de-brief

The final report will be submitted along with an action plan to create sustainable and measurable change. We recommend this is delivered alongside a debrief discussion to evaluate the quality of the experience and service overall. This can be supplemented with a secure online questionnaire circulated to all participants at the end of the review

Proposed Price*

*this may be altered following initial discussions with course leaders

£35,000+VAT to include the 8 steps outlined above

Excludes associated course leader costs (travel, accommodation, subsistence if required)
Excludes venue/catering costs, if required
Excludes hard copy of any IoD materials



Diversity Statement

The Business Board is dedicated to supporting a fully inclusive culture and recognises its role in promoting diversity and eliminating discrimination and seeks to do this in the way it conducts itself. Our aim is to ensure that The Business Board will provide equal opportunity for everyone.

This policy reinforces our commitment to providing equality and fairness to all those who wish to work with or for us. We will not act less favourably on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, ethnic origin, colour, nationality, national origin, religion or belief, or sex and sexual orientation. We are opposed to all forms of unlawful, unfair and inappropriate discrimination.

The Business Board recognises and embraces the benefits of having a diverse Board and sees increasing diversity at Board level as essential in representing the diverse community of the Cambridgeshire & Peterborough area.

The Business Board is committed to ensuring a diverse representation at Board and sub-group level which is reflective of the local business community (including skills, geographical and industry experience, background, race, gender and other protected characteristics). A truly diverse Board which is reflective of our local business community will include and make good use of differences in qualities, and these differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately.

The Business Board shall comply with their responsibilities under the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010 and a member of the Board will be nominated as champion for Diversity and Equality.

The Business Board shall have due regard in the exercise of their roles and responsibilities to the need to:

- eliminate discrimination, harassment and victimization and any other conduct prohibited under legislation;
- advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it; and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Whilst all appointments to the Business Board will be on merit, in accordance with Government requirements, identified during the Strengthening LEPs Review, the Business Board will aim to improve the gender balance and representation of those with protected characteristics on its board with the following aims:

- that women make up at least one third of Business Board by 2020
- with an expectation for equal representation by 2023, and
- ensure its Board is representative of the businesses and communities they serve

Business Board Nomination to the Greater Cambridge Partnership Joint Assembly

To: Business Board

Meeting Date: 19th July 2021

Public report: Yes

Lead Member: Chair of the Business Board, Austen Adams

From: Director of Business & Skills, John T Hill

Key decision: No

Recommendations: The Business Board is recommended to:

- a) Nominate Claire Ruskin (Executive Director, Cambridge Network Ltd) to represent the Business Board on the Greater Cambridge Partnership Joint Assembly;
- b) Consider whether the other two current representatives, Christopher Walkinshaw (Marshalls of Cambridge) and Heather Richards (Verint), should continue to sit on the Greater Cambridge Partnership Joint Assembly; and
- c) Subject to the outcome of recommendation (b) above, agree for interested members to put themselves forward as Business Board representative nominees to the Greater Cambridge Partnership Joint Assembly, and for officers to oversee the process of confirming appointments.

1. Purpose

- 1.1 The purpose of this paper is to seek Business Board agreement to nominate Claire Ruskin as Business Board representative to the Joint Assembly of the Greater Cambridge Partnership (GCP).
- 1.2 The Business Board is also being asked to consider the option to put forward two members of the Business Board as new nominations alongside Claire Ruskin on the GCP Joint Assembly. The current holders of those seats are Christopher Walkinshaw and Heather Richards (see 7.1 background paper). If no Business Board members are seeking to occupy these posts, then no change is required.

2. Background

- 2.1 At the meeting of the Business Board on 19th October 2020 members considered a report on nominations to the GCP Executive Board (see 7.2 background paper). It was agreed to:
 - (a) Nominate the Chair of the Business Board to be a non-voting co-opted member of the Greater Cambridge Partnership Executive Board
 - (b) Note that the Chair of the Business Board will be co-opting Dr Andy Williams of AstraZeneca as a non-voting member of the Business Board
 - (c) Propose to the Greater Cambridge Partnership that it invite Dr Andy Williams to join the Greater Cambridge Partnership Executive Board as a second non-voting member from the Business Board.
- 2.2 The GCP Executive Board considered the recommendations at its meeting on 12th December 2020 (see 7.3 background paper) and resolved to:
 - (a) Ask the Business Board to reconsider this matter and make a nomination that is consistent with the GCP Executive Board's Standing Orders and Terms of Reference (as summarised in paragraph 4.4);
 - (b) Confirm, subject to the above, to consider whether to use the discretion available to the Chairperson and voting members of the Executive Board to allow both the Business Board nominee and the substitute member to attend the GCP Executive Board meetings, should the case be made to do so.
- 2.3 On 10th June 2021, the Business Board Chair wrote to the GCP Chief Executive to confirm that at its meeting on 19th May 2021 the Business Board approved his nomination as its representative on the GCP Executive Board (see 7.4 background paper). Dr Andy Williams, who has been co-opted onto the Business Board, has been nominated as a substitute member.
- 2.4 At its meeting on 1st July 2021, the GCP Executive Board (see 7.5 background paper) resolved to approve the following recommendations:
 - (a) Confirm the appointment of Austin Adams as the Business Board representative on the GCP Executive Board

(b) Confirm the appointment of Dr Andy Williams as the Business Board substitute representative on the GCP Executive Board

(c) Confirm that it supports the use of the discretion available to the Chairperson and voting members to allow both the Business Board representative and substitute member to attend future GCP Executive Board meetings

(d) Request the Business Board to consider the appointment of Claire Ruskin to fill the vacancy on the Joint Assembly following the appointment of Dr Andy Williams as a substitute member of the Executive Board.

2.5 In follow up, the Business Board is now being asked to consider recommendation 2.4 (d) above, and for Claire Ruskin to represent the business community on the GCP Joint Assembly. The nomination is made in accordance with the terms of Reference for the GCP Executive Board and Joint Assembly, and the appointment is supported by the Chair of the Business Board and the GCP CEO, Rachel Stopard.

2.6 The GCP Terms of Reference and Standing Order of the Joint Assembly (see Appendix 1) stipulate that:

“The Joint Assembly will have a membership of 15, with each council being entitled to appoint three members and the Business Board and the University of Cambridge both being entitled to nominate three co-opted members”.

And that:

“Members nominated by the Business Board become co-opted members of the Joint Assembly on endorsement by the GCP Executive Board”.

This essentially means that the Business Board can nominate anyone for the business representative roles on the GCP Executive Board and Joint Assembly.

2.7 All nominations for the posts are subject to GCP Executive Board approval.

2.8 At its meeting on 8 February 2018, the GCP Executive Board agreed to endorse the appointment of the Executive Director of Cambridge Network (Claire Ruskin) as the representative of the business community on the GCP Executive Board. This followed an agreement between the Chief Executive of the Combined Authority and the Chief Executive of the Greater Cambridge Partnership that Claire Ruskin, who was previously the LEP’s representative on the Greater Cambridge Partnership’s Joint Assembly, should cover the interim period while the former LEP was reconstituted. When the LEP was reconstituted as the Combined Authority’s Business Board, the representative from the former LEP continued on the Executive Board, although she was not a member of the Business Board.

2.9 As a final note, at the GCP Executive Board meeting on 1st July 2021, Claire Ruskin pointed out that there were three incorrect statements in the Business Board minutes of its meeting on 19th October 2020 and asked the Business Board to clarify these matters. The correct position is that Claire has not been a member of the Greater Cambridge Greater Peterborough LEP before it became the Business Board, that Claire had not recently resigned as the CEO of Cambridge Network, and that Claire was not stepping down from her role on the GCP Executive Board.

Significant Implications

3. Financial Implications

- 3.1 There are no financial implications.

4. Legal Implications

- 4.1 In accordance with the GCP Terms of Reference for the Joint Assembly and the Standing Order, the Business Board is able to nominate up to three elected members.

5. Other Significant Implications

- 5.1 None.

6. Appendices

- 6.1 Appendix 1 – GCP Joint Assembly Terms of Reference & Standing Orders

7. Background Papers

- 7.1 Member Biographies – [Christopher Walkinshaw](#) and [Heather Richards](#)
- 7.2 [Business Board - GCP nomination report \(19th October 2020\)](#)
- 7.3 [GCP Executive Board - Business Board nomination report \(12th December 2020 – Agenda Item 4\)](#)
- 7.4 [Business Board – GCP nomination report \(19th May 2021\)](#)
- 7.5 [GCP Executive Board – Business Board nomination report \(1st July 2021 – Agenda Item 6\)](#)

A. Greater Cambridge Partnership Integrated Governance Framework

The Greater Cambridge Partnership has five local partners, Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, the Business Board of the Cambridgeshire and Peterborough Combined Authority and the University of Cambridge. Its governance framework consists of an Executive Board with five members, supported by a Joint Assembly with 15 members.

a) Greater Cambridge Partnership Executive Board

Summary of Functions

The Greater Cambridge Partnership Executive Board has delegated authority to exercise the following functions:

- Authority to set and review the objectives to be achieved by the strategic investments made pursuant to the Greater Cambridge City Deal agreement dated 19 June 2014.
- Authority to:
 - Approve single position statements in relation to strategic City Deal issues.
 - Approve projects, including the allocation of project funding, which fall within the ambit of the City Deal agreement.
 - Approve the major priorities under the auspices of the City Deal.
 - Approve plans and strategies necessary or incidental to the implementation of the City Deal agreement.
 - Consider recommendations from the Greater Cambridge Partnership Joint Assembly.

Terms of Reference and Standing Orders

The Executive Board's Terms of Reference and Standing Orders are set out in Appendix 1.

b) Greater Cambridge Partnership Joint Assembly

Summary of Functions

The Greater Cambridge Partnership Joint Assembly has delegated authority to exercise the following functions:

- Authority to advise the Greater Cambridge Partnership Executive Board in connection to the achievement of the objectives of the City Deal agreement.
- Authority to prepare and submit reports and/or recommendations to the Greater Cambridge Partnership Executive Board.

Terms of Reference and Standing Orders

The Joint Assembly's Terms of Reference and Standing Orders are set out in Appendix 2.

Appendix 1

Greater Cambridge Partnership Executive Board (Terms of Reference)

1. Parties

Cambridge City Council.

Cambridgeshire County Council.

South Cambridgeshire District Council.

The Business Board of the Cambridgeshire and Peterborough Combined Authority [the Local Enterprise Partnership (LEP) for the region – hereafter referred to as the ‘Business Board’].

The University of Cambridge.

2. Status

The Greater Cambridge Partnership (GCP) Executive Board has been established by Cambridge City Council, Cambridgeshire County Council and South Cambridgeshire District Council. It is a joint committee of the three Councils, established by Cambridgeshire County Council under section 102(1) (b) of the Local Government Act 1972 and by Cambridge City Council and South Cambridgeshire District Council under section 9EB of the Local Government Act 2000.

3. Membership

Three elected members with full voting rights (one from each of the three member Councils).

Two non-voting members (one from the Business Board and one from the University of Cambridge).

4. Functions of the Executive Board

- 4.1 The Executive Board is established to ensure that the objectives of the Greater Cambridge City Deal are met. The Greater Cambridge City Deal aims to enable a new wave of innovation-led growth by investing in the infrastructure, housing and skills that will facilitate the continued growth of the ‘Cambridge Phenomenon’. To this end, the Executive Board will have oversight of the strategic direction and delivery of the City Deal and its objectives.

- 4.2 The Executive Board will also be responsible for the commissioning of projects funded by money provided through the City Deal and for overall control of that programme of investments. The scheme promoter for each individual project will be responsible for the delivery of that budget, under the oversight of the Executive Board. This shall also apply to circumstances in which funding is provided to the Executive Board by the member councils or by other parties, such as the Business Board.
- 4.3 The three councils agree to delegate exercise of their functions to the Executive Board to the extent necessary to enable the Executive Board to pursue and achieve the objectives of the Greater Cambridge City Deal and to undertake any actions necessary, incidental or ancillary to achieving those objectives, and, accordingly, the three councils shall make the necessary changes to their respective schemes of delegation. The Executive Board may further delegate to officers of the three Councils.
- 4.4 The Executive Board will consider any reports and recommendations from the Joint Assembly as appropriate.
5. Professional and Administrative Support
- 5.1 Cambridgeshire County Council shall act as the accountable body for the Executive Board in respect of financial matters and its financial procedure rules will apply in this context.
- 5.2 Committee management and administrative support to the Executive Board will be provided by one of the constituent councils [Cambridgeshire County Council from May 2019].
- 5.3 The lead role on projects shall be determined by the Executive Board, subject to the principle that the lead authority should be the Council primarily responsible for the service in question for their area. The procurement and other rules of the lead authority will apply in respect of projects.
6. Standing Orders
- 6.1 The Executive Board will be governed by the Standing Orders set out in Annex A attached to these Terms of Reference.
7. Costs
- 7.1 The three Councils will each bear its own costs in relation to the operation of the Executive Board, with the exception of approved project delivery costs met from budgets managed by the Executive Board.
- 7.2 Each council makes a legally binding commitment that, should it withdraw from or modify its role within the Executive Board, it agrees to pay all additional costs that fail to be met by the other partner councils that are reasonably attributable to that decision. This could include, for example, the costs that are locked into projects

that have already been committed to, or the costs of dissolving integrated officer and Member arrangements and re-establishing independent arrangements.

- 7.3 The firm intention is that the Executive Board will continue until it is either replaced by a Combined Authority, subject to the carrying out of a governance review following necessary legislative changes, or until the programme is completed. Recognising the very serious implications of withdrawal from the Executive Board for the delivery of the City Deal programme, if a council decides to withdraw from or modify its role within the Executive Board, it commits to sharing this with the GCP at the earliest possible opportunity, and to entering into constructive discussions to avoid this happening or to reach a way forward.

Appendix 1 – Annex A

Greater Cambridge Partnership Executive Board (Standing Orders)

1. Membership

- 1.1 The Executive Board will have a voting membership of three, each council being entitled to appoint one voting member.
- 1.2 The Executive Board will also have two non-voting members, to be co-opted by the Committee on a nomination by each of the Business Board and the University of Cambridge.

2. Alternate or Substitute Members

- 2.1 Each council will be entitled to appoint one named alternate or substitute member who may act in all aspects as a voting member of the Executive Board in the absence of the voting member appointed.
- 2.2 Alternate or substitute members will be invited to attend all meetings of the Executive Board.
- 2.3 The Business Board and the University of Cambridge will each be entitled to nominate an alternate or substitute non-voting member to act in the absence of their principal co-opted member.

3. Term of Office

- 3.1 The term of office of voting and alternate or substitute voting members shall end:
 - if rescinded by the appointing Council; or
 - if the member ceases to be a member of the appointing Council.
- 3.2 The Business Board and University of Cambridge may at any time ask the Executive Board to replace their nominated co-opted member and alternate or substitute member by way of further nomination.

4. Appointment of Chairperson and Vice-Chairperson

- 4.1 The Executive Board will appoint a Chairperson and Vice-Chairperson at its first meeting and thereafter annually at the first meeting following the Annual Meetings of the three Councils. The Chairperson and, in his or her absence, the Vice-Chairperson shall have a casting vote.
- 4.2 The non-voting co-opted members of the Executive Board shall not act in the role of either the Chairperson or the Vice-Chairperson of the Executive Board.

5. Quorum

- 5.1 The quorum for meetings of the Executive Board will be three voting members.
- 5.2 If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chairperson's discretion. If there remains no quorum at the expiry of this period, the meeting will be declared null and void.
- 5.3 If there is no quorum at any stage during a meeting, the Chairperson will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed and the remaining items will be declared null and void.

6. Member Conduct

- 6.1 Executive Board members appointed by the three councils shall be bound by the Code of Conduct of their nominating authority. Board members nominated by the Business Board and the University of Cambridge will be bound by the Code of Conduct of the council providing democratic services support to the GCP.
- 6.2 If a member persistently disregards the ruling of the Chairperson, or person presiding over the meeting, by behaving improperly or offensively or deliberately obstructs business, the Chairperson, or person presiding over the meeting, may move that the member be not heard further. If seconded, a vote will be taken without discussion.
- 6.3 If the member continues to behave improperly after such a motion is carried, the Chairperson, or person presiding over the meeting, may move that either the member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, a vote will be taken without discussion.

7. Notice of and Summons to Meetings

- 7.1 Notice will be given to the public of the time and place of any meeting of the Executive Board in accordance with the Access to Information rules of the council providing democratic services support to the GCP.
- 7.2 At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the Executive Board. Other than in exceptional circumstances this will take place five working days before the deadline for submission of public questions. The agenda will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such details as are available.

8. Meeting Frequency

- 8.1 The Executive Board will meet on at least a quarterly basis, with one of those meetings acting as the annual meeting.

9. Voting

- 9.1 Executive Board members commit to seek, where possible, to operate on the basis of consensus.
- 9.2 Should it not be possible in a specific instance to find a consensus, the issue will be deferred to a later meeting of the Executive Board. Executive Board members can choose to simply re-submit the item to a following meeting, or to refer the item to the Joint Assembly for consideration and recommendation. Following this, a vote will be again taken and, if a consensus is still not achievable, the decision will be made on the basis of a simple majority.
- 9.3 The voting members of the Executive Board will act with due regard to the opinions of the non-voting members of the Board.

10. Reports from the Joint Assembly

- 10.1 The Executive Board will receive reports and recommendations from the Joint Assembly as appropriate and the Chairperson of the Joint Assembly, or a nominated representative on his or her behalf, will be entitled to attend meetings of the Executive Board to present them.

11. Questions by the Public and Public Speaking

- 11.1 At the discretion of the Chairperson, members of the public may ask questions at meetings of the Executive Board. This standard protocol is to be observed by public speakers:
 - (a) Notice of the question should be submitted to the GCP 'Public Questions' inbox by 10am at least three working days before the meeting;
 - (b) Questions should be limited to a maximum of 300 words;
 - (c) Questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Executive Board, nor any matter involving exempt information (normally considered as 'confidential');
 - (d) Questioners cannot make any abusive or defamatory comments;
 - (e) If any clarification of what the questioner has said is required, the Chairperson will have the discretion to allow other Executive Board members to ask questions;
 - (f) The questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote;
 - (g) The Chairperson will decide when and what time will be set aside for questions depending on the amount of business on the agenda for the meeting;

- (h) Individual questioners will be permitted to speak for a maximum of three minutes;
- (i) In the event of questions considered by the Chairperson as duplicating one another, it may be necessary for a spokesperson to be nominated to put forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question; and
- (j) Questions should relate to items that are on the agenda for discussion at the meeting in question. The Chairperson will have the discretion to allow questions to be asked on other issues.

12. Petitions

- 12.1 Petitions received in relation to the Greater Cambridge Partnership will be referred to the Joint Assembly for consideration. Any matters arising from petitions considered by the Joint Assembly can be reported to the Executive Board, as per Standing Order 10.

13. Participation at Executive Board Meetings by Other Members of Partner Councils or Other Representatives of Partner Bodies

- 13.1 At the discretion of the Chairperson, other elected members of the three partner Councils or other representatives from the Business Board or the University of Cambridge may be entitled to speak and participate at meetings of the Executive Board.

14. Minutes

- 14.1 The Chairperson will sign the minutes of the proceedings at the next suitable meeting. The Chairperson will move that the minutes of the previous meeting be signed as a correct record.
- 14.2 The minutes will be accompanied by a list of agreed action points, which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for the meeting.

15. Exclusion of the Public and Press

- 15.1 Members of the public and press may be excluded from meetings in accordance with the access to information rules of legislation as applied by the administering authority with regard to the consideration of exempt or confidential information.

16. Recording of Proceedings

- 16.1 The recording in any format of meetings of the Executive Board is permitted, except:

- Where the Chairperson, or person presiding over the meeting, rules that filming is being undertaken in such a way that is disruptive or distracting to the good order and conduct of the meeting;
- Where the public have been excluded from the meeting during the consideration of exempt or confidential information [see section 15].

17. Disturbance by Public

- 17.1 If a member of the public interrupts proceedings, the Chairperson, or person presiding over the meeting, will warn the person concerned. If the individual continues to interrupt, the Chairperson will order his or her removal from the meeting room.
- 17.2 If there is a general disturbance in any part of the meeting room open to the public, the Chairperson, or person presiding over the meeting, may call for that part of the room to be cleared.
- 17.3 If there is a general disturbance making orderly business impossible, the Chairperson, or person presiding over the meeting, may adjourn the meeting for as long as he or she thinks is necessary.

18. Interpretation of Standing Orders

- 18.1 The ruling of the Chairperson of the Executive Board as to the application of these Standing Orders shall be final.

19. Suspension of Standing Orders

- 19.1 Any of these Standing Orders may, as far as is lawful, be suspended by motion passed unanimously by those entitled to vote.

Appendix 2

Greater Cambridge Partnership Joint Assembly (Terms of Reference)

1. Parties

Cambridge City Council.
Cambridgeshire County Council.
South Cambridgeshire District Council.
The Business Board of the Cambridgeshire and Peterborough Combined Authority [the Local Enterprise Partnership (LEP) for the region – hereafter referred to as the ‘Business Board’].
The University of Cambridge.

2. Status

The Greater Cambridge Partnership (GCP) Joint Assembly has been established by Cambridge City Council, Cambridgeshire County Council and South Cambridgeshire District Council. It is a joint advisory committee of the three Councils, established under section 102(4) of the Local Government Act, 1972.

3. Membership

- 3.1 Three elected members appointed by each of the three member councils.
Three co-opted members nominated by the Business Board.
Three co-opted members nominated by the University of Cambridge.

4. Functions of the Joint Assembly

- 4.1 The Joint Assembly is established to advise the GCP with regard to the latter’s role in achieving the objectives of the Greater Cambridge City Deal Agreement dated 19th June 2014.
- 4.2 The Joint Assembly will act as a forum for discussion with a wider range of members and stakeholders across the Greater Cambridge area, so that the Executive Board benefits from a wider range of expertise in making its decisions.
- 4.3 To this end, the Joint Assembly may receive and comment on (“pre-scrutinise”) reports to the Executive Board, may offer advice to the Board on the discharge of its functions and may review its work.
- 4.4 The Joint Assembly may develop its own work programme and submit reports or recommendations to the Executive Board for consideration, as appropriate.

5. Professional and Administrative Support

- 5.1 Committee management and administrative support to the Joint Assembly will be provided by one of the constituent councils [Cambridgeshire County Council from May 2019].
- 5.2 Other professional support will be provided to the Joint Assembly on an ad hoc basis as agreed between the three councils.

6. Standing Orders

The Joint Assembly will be governed by the Standing Orders set out in Annex A attached to these Terms of Reference.

7. Costs

The three councils, the Business Board and the University of Cambridge will each bear its own costs in relation to the operation of the Joint Assembly.

Appendix 2 – Annex A

Greater Cambridge Partnership Joint Assembly (Standing Orders)

1. Membership

- 1.1 The Joint Assembly will have a membership of 15, with each council being entitled to appoint three members and the Business Board and the University of Cambridge both being entitled to nominate three co-opted members.
- 1.2 The appointments made by the three councils will take account of the political composition of the Greater Cambridge area. Appointments by Cambridge City Council and South Cambridgeshire District Council will therefore be proportional to the political composition of the respective authority, whereas appointments by Cambridgeshire County Council will be proportional to those electoral divisions that fall within the Greater Cambridge area.
- 1.3 Members nominated by the Business Board and the University of Cambridge will become co-opted members on endorsement by the Executive Board.

2. Alternate or Substitute Members

- 2.1 No alternate or substitute members will be permitted on the Joint Assembly.

3. Term of Office

- 3.1 The term of office of members from the three councils shall end:
 - if rescinded by the appointing council; or
 - if the member ceases to be a member of the appointing council.
- 3.2 The Business Board and University of Cambridge may at any time ask the Joint Assembly to replace any of their nominated co-opted members by way of further nomination.

4. Appointment of Chairperson and Vice-Chairperson

- 4.1 The Joint Assembly will appoint a Chairperson and Vice-Chairperson at its first meeting and thereafter annually at the first meeting following the Annual Meetings of the three Councils. The Chairperson and, in his or her absence, the Vice-Chairperson will have a casting vote.
- 4.2 Where there are three or more candidates for appointment and there is, after balloting, no candidate with a clear majority, meaning in this case the votes of more than 50% of members present and voting, the candidate with the least number of votes will withdraw and there will be a fresh ballot of remaining candidates; and so on until a candidate has that majority.

5. Quorum

- 5.1 The quorum for meetings of the Joint Assembly will be five members.
- 5.2 If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chairperson's discretion. In the absence of the Chairperson the Vice-Chairperson will have discretion to act. If there remains no quorum at the expiry of this period, the meeting will be declared null and void.
- 5.3 If there is no quorum at any stage during a meeting, the person presiding over the meeting will adjourn for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed and the remaining items will be declared null and void.

6. Member Conduct

- 6.1 Joint Assembly members appointed by the three councils shall be bound by the Code of Conduct of their nominating authority. Assembly co-opted members nominated by the Business Board and the University of Cambridge will have regard to the Code of Conduct of the council providing democratic services support to the GCP.
- 6.2 If a member persistently disregards the ruling of the Chairperson, or person presiding over the meeting, by behaving improperly or offensively or deliberately obstructs business, the Chairperson, or person presiding over the meeting, may move that the member be not heard further. If seconded, a vote will be taken without discussion.
- 6.3 If the member continues to behave improperly after such a motion is carried, the Chairperson, or person presiding over the meeting, may move that either the member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, a vote will be taken without discussion.

7. Notice of and Summons to Meetings

- 7.1 Notice will be given to the public of the time and place of any meeting of the Joint Assembly in accordance with the access to information rules of the Council providing democratic services support to the GCP.
- 7.2 At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the Joint Assembly. Other than in exceptional circumstances this will take place five working days before the deadline for submission of public questions. The agenda will give the date, time and place of each meeting; specify the business to be transacted, and will be accompanied by such details as are available.

8. Meeting Frequency

The Joint Assembly may set its own timetable for meetings but will initially meet quarterly, normally on a date preceding meetings of the Executive Board in order to

allow the Joint Assembly to consider issues the Board will be taking decisions on and advise accordingly.

9. Voting

9.1 All Joint Assembly members will be voting members.

9.2 Voting for meetings of the Joint Assembly will be conducted on the basis of a simple majority.

10. Reports from the Joint Assembly to the Executive Board

10.1 The Chairperson of the Joint Assembly, or a nominated representative on his or her behalf, will be entitled to attend meetings of the Executive Board to present reports from the Joint Assembly as appropriate.

11. Questions by the Public and Public speaking

11.1 At the discretion of the Chairperson, members of the public may ask questions at meetings of the Joint Assembly. This standard protocol is to be observed by public speakers:

- (a) Notice of the question should be submitted to the GCP 'Public Questions' inbox at the latest by 10am three working days before the meeting;
- (b) Questions should be limited to a maximum of 300 words;
- (c) Questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Joint Assembly, nor any matter involving exempt information (normally considered as 'confidential');
- (d) Questioners cannot make any abusive or defamatory comments;
- (e) If any clarification of what the questioner has said is required, the Chairperson will have the discretion to allow other Joint Assembly members to ask questions;
- (f) The questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote;
- (g) The Chairperson will decide when and what time will be set aside for questions depending on the amount of business on the agenda for the meeting;
- (h) Individual questioners will be permitted to speak for a maximum of three minutes;
- (i) In the event of questions considered by the Chairperson as duplicating one another, it may be necessary for a spokesperson to be nominated to put

forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question; and

- (j) Questions should relate to items that are on the agenda for discussion at the meeting in question. The Chairperson will have discretion to allow questions to be asked on other issues.

12. Petitions

12.1 At the discretion of the Chairperson, members of the public may submit and present petitions to the Joint Assembly. This standard protocol is to be observed by petitioners:

- (a) Petitions should include a clear statement of the petition organiser's concerns and what they would like the Joint Assembly to do;
- (b) Petitions must relate to something which is within the responsibility of the Joint Assembly, or over which the Assembly has some influence;
- (c) Petitions must include the name and contact details of the petition organiser;
- (d) Petitions must include at least 500 signatures. Petitions below this threshold will not be presented to the Joint Assembly, but Assembly members will be notified of them as long as they contain at least 50 signatures;
- (e) Petitions must be submitted to the Democratic Services Team at the County Council (as the administering authority) either in paper format or using its e-petitions facility at least 5 clear working days before the date of the meeting;
- (f) Petition organisers will be permitted to present their petitions to the meeting and will be allowed to address the meeting for a maximum of three minutes;
- (g) Where more than one petition is received in time for a particular meeting and they are considered by the Chairperson as supporting the same outcome or being broadly similar in intent, it may be necessary for a spokesperson to be nominated and present the petitions. If a spokesperson cannot be nominated or agreed, the petition organiser of the first petition received will be entitled to present their petition; and
- (h) Petitions will be rejected if the Chairperson considers them to be abusive or libellous, frivolous, vague or ambiguous, rude, offensive, defamatory, scurrilous or time-wasting or require the disclosure of exempt information (normally considered as 'confidential').

12.2 Any matters arising from petitions considered by the Joint Assembly can be reported to the Executive Board as per Standing Order 10.

13. Participation at Joint Assembly Meetings by Other Members of Partner Councils or Other Representatives of Partner Bodies

- 13.1 At the discretion of the Chairperson, other elected members of the three partner councils or other representatives from the Business Board or the University of Cambridge may be entitled to speak and participate at meetings of the Joint Assembly.

14. Minutes

- 14.1 The Chairperson will sign the minutes of the proceedings at the next suitable meeting. The Chairperson will move that the minutes of the previous meeting be signed as a correct record. The only part of the minutes that can be discussed is their accuracy.
- 14.2 The minutes will be accompanied by a list of agreed action points, which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for the meeting.

15. Exclusion of the Public and Press

- 15.1 Members of the public and press may be excluded from meetings in accordance with the Access to Information legislation as applied by the administering authority with regard to the consideration of exempt or confidential information.

16. Recording of Proceedings

- 16.1 The recording in any format of meetings of the Joint Assembly is permitted, except:
- Where the Chairperson, or person presiding over the meeting, rules that filming is being undertaken in such a way that is disruptive or distracting to the good order and conduct of the meeting; and/or
 - Where the public have been excluded from the meeting during the consideration of exempt or confidential information [see section 15].

17. Disturbance by the Public

- 17.1 If a member of the public interrupts proceedings, the Chairperson, or person presiding over the meeting, will warn the person concerned. If the individual continues to interrupt, the Chairperson will order his or her removal from the meeting room.
- 17.2 If there is a general disturbance in any part of the meeting room open to the public, the Chairperson, or person presiding over the meeting, may call for that part of the room to be cleared.
- 17.3 If there is a general disturbance making orderly business impossible, the Chairperson, or person presiding over the meeting, may adjourn the meeting for as long as he or she thinks is necessary.

18. Interpretation of Standing Orders

- 18.1 The ruling of the Chairperson of the Joint Assembly as to the application of these Standing Orders shall be final.

19. Suspension of Standing Orders

- 19.1 Any of these Standing Orders may, as far as is lawful, be suspended by motion passed unanimously by those entitled to vote.

Business Board Expenses and Allowances Scheme

To:	Business Board
Meeting Date:	19 July 2021
Public report:	Yes
Lead Member:	Chair of the Business Board, Austen Adams
From:	Director for Business & Skills, John T Hill
Key decision:	No
Recommendations:	<p>The Business Board is recommended to:</p> <ul style="list-style-type: none">a) Note the summary of remuneration and expenses paid to members during 2020-21 under the Business Board Expenses and Allowances Scheme; andb) Recommend the Combined Authority approve an amendment to be made to the Business Board Expenses and Allowances Scheme to include the option for members to forgo remuneration payments.

1. Purpose

- 1.1 To report on the remuneration and expenses paid to private sector members for the period 1st April 2020 to 31st March 2021 under the Business Board Expenses and Allowances Scheme.
- 1.2 To seek approval to amend the Business Board Expenses and Allowances Scheme to include the option for members to formally forgo remuneration payments.

2. Background

- 2.1 At its meeting on 31st July 2019, the Combined Authority Board considered the recommendations of an Independent Remuneration Panel and approved the adoption of an allowances scheme for the private sector members of the Business Board. A copy of the Business Board Expenses and Allowances Scheme is attached at Appendix 1.
- 2.2 As a requirement of this Business Board Expenses and Allowances Scheme, a summary of remuneration and expenses paid under the scheme each year shall be reported annually to the Business Board, and the summary shall subsequently be published on the Business Board's website within 10 working days of the meeting at which it was considered.

3. Summary of Business Board Remuneration and Expenses paid for 2020-21

- 3.1 The table below provides a summary of the period 1st April 2020 to 31st March 2021. There were only £60 expenses claimed in April 2020.

The figure for Kelly Swingler is higher as it includes an additional month of remuneration for March 2020; remuneration for the period April 2020 to March 2021 was £5,000, in line with other Business Board members.

Member	Remuneration	Expenses	Total Remuneration
Adams, Austen	£ 24,000	£ -	£24,000
Barsby, Tina	£ 5,000	£ -	£5,000
Dorsett, Mark	£ 5,000	£ -	£5,000
Holland, Faye	£ 5,000	£ 60	£5,060
Khalid, Aamir	£ -	£ -	£-
Kingsley, Al	£ 5,000	£ -	£5,000
Mawby, Nicki	£ 5,000	£ -	£5,000
Mellad, Jason	£ 5,000	£ -	£5,000
Neely, Andy	£ 18,000	£ -	£18,000
Patel, Nitin	£ 5,000	£ -	£5,000
Stephens, Rebecca	£ 5,000	£ -	£5,000
Swingler, Kelly	£ 5,416	£ -	£5,416
	£ 87,416	£ 60	£87,476

4. Amendment to the Business Board Expenses and Allowances Scheme

- 4.1 Whilst all private sector members are entitled to receive an annual remuneration for representing the Business Board, some may wish to forgo these payments due to personal or other reasons. There is currently no provision with the Scheme to formally allow such requests.
- 4.2 The addition of the following paragraph to the Business Board Expenses and Allowances Scheme is proposed, to allow members to forgo their allowances (included as a tracked change to the current scheme at Appendix 2):

‘Any member of the Business Board may, by notice in writing given to the Business Board’s Section 73 Officer, elect to forgo all or any part of their entitlement to allowances or expenses under this scheme’.

Significant Implications

5. Financial Implications

- 5.1 There are no direct financial implications of this report. Should Board Members elect to forgo their allowances the funding that would have paid for them will be retained within the funds which normally meet them (LGF topslice and Enterprise Zone Receipts reserves) and be allocated elsewhere based on recommendation of the Business Board.

6. Legal Implications

- 6.1 Local Enterprise Partnerships (LEPs) are required to make the expenditure and/or remuneration policy for Chairs and Board Members clear on their websites (ref P.24, para 80 of the National Local Growth Assurance Framework).
- 6.2 The Business Board Constitution states that “Allowances or expenses shall be payable to any Business Board member, in accordance with a scheme approved from time to time by the Combined Authority” (paragraph 16.1 of the Business Board Constitution).
- 6.3 At its meeting on 31st July 2019 the Combined Authority Board considered the recommendations of an Independent Remuneration Panel and approved the adoption of a Members’ Allowances Scheme for the Business Board (Appendix 1). Any revision of that scheme must be approved by the Combined Authority Board.

7. Appendices

- 7.1 Appendix 1 – Business Board Expenses and Allowances Scheme (July 2019)

7.2 Appendix 2 – Business Board Expenses and Allowances Scheme (Including Proposed Amendment – July 2021)



MEMBERS' ALLOWANCES SCHEME FOR THE BUSINESS BOARD

[July 2019]

At its meeting on 31 July 2019 the Cambridgeshire and Peterborough Combined Authority, having regard to a report prepared by the East Cambridgeshire District Council's Independent Remuneration Panel, agreed that the following allowances and expenses should apply to private sector members of the Business Board with effect from 24 September 2018.

Allowances

Chair's Allowance	£24,000pa
Vice-Chair's Allowance	£18,000pa
Other private sector members of the Business Board	£5,000pa

The indexation factor for these allowances is the Consumer Price Index (CPI).

Expenses

These expenses only apply to private sector members of the Business Board with the exception of the Chair who receives a separate allowance.

1. Travel expenses

- 1.1 It is expected that Members of the Business Board will utilise public transport where possible, in order to reduce his/her carbon footprint and maximise efficiency.
- 1.2 Public transport fares will be reimbursed at cost on production of a valid ticket or receipt. In the case of travel by rail, standard class fare or actual fare paid (if less) will be reimbursed.
- 1.3 Travel by private vehicles will be reimbursed at the rates set for tax allowance purposes by the Inland Revenue for business travel. Currently these are 45p per mile for the first 10,000 miles and 25p a mile thereafter and an additional 5p per mile where a passenger (such as another member of the Business Board) is carried. Parking fees will be reimbursed at cost on production of a valid ticket or receipt.
- 1.4 Taxi fares will only be reimbursed on production of a valid receipt. Travel by taxi should only be undertaken where use of

an alternative is not available or if the following conditions are applicable:

- There is a significant saving in official time;
- The Member has to transport heavy luggage or equipment; and/or
- Where the Member is travelling with other officials of the Business Board together and it is therefore a cheaper option.

1.5 Travel expenses will be reimbursed for any journey undertaken where the member was undertaking approved duties (see section 5 below). Travel expenses will only be reimbursed if claimed within three months.

2. Overseas Travel

2.1 International travel will not normally be paid unless the overseas visit has been approved by the Chief Executive and the Business Board Chair or Vice Chair in advance.

2.2 The Chief Executive is also required to confirm that the member of the Business Board's attendance at the overseas function or event:

- (a) Is in the capacity as a member of the Business Board,
- (b) Represents value for money
- (c) Is required to facilitate the proper promotion or safeguarding of Business Board interests.

2.3 International travel must be booked through the offices of the Combined Authority at the appropriate market rate. Higher rates for international travel will only be booked where it is clearly in the Business Board's interest and where formal approval has been given in advance by the Chief Executive. Any other reasonable and unavoidable costs related to international travel will be reimbursed on production of a receipt.

3. Subsistence expenses

3.1 Subsistence should not be claimed except in exceptional circumstances.

3.2 Formal approval must be given in advance by the Chief Executive for the use of overnight hotel accommodation. Overnight hotel accommodation must be booked through the offices of the Combined Authority at the appropriate market rate. Higher rates of accommodation will only be booked where it is clearly in the Business Board's interest and formal approval has

been given in advance by the Chief Executive. Any other reasonable and unavoidable costs related to overnight stays will be reimbursed on production of a receipt.

- 3.3 Where the Member is required to be away overnight then the offices of the Combined Authority should, where possible, make advance provision for meals. Where this is not possible, then the maximum rates that can be claimed are shown below. Any claim for subsistence must be supported with receipts for actual expenditure incurred.

- Lunch - £10
- Evening meal - £15

4. Dependants' carers' expenses

- 4.1 If a Member has care responsibilities in respect of dependant children under 16 or dependant adults certified by a doctor or social worker as needing attendance, they will be reimbursed, on production of valid receipts, for actual payments to a registered or professional carer. Where care was not provided by a registered or professional carer but was provided by an individual not formally resident at the Member's home, a maximum hourly rate of £6.50 will be payable.
- 4.2 Dependants' carer's expenses will only be reimbursed if incurred where the Member was undertaking approved duties (see section 5 below).

5. Approved duties

- 5.1 Travel and dependants' carer's expenses incurred when undertaking duties matching the following descriptions may be claimed for:
- a) Attendance at meetings or events as a member of the Business within the Combined Authority area, including:
 - (i) attendance at meetings of Business Board, committees, working groups or other bodies of the Board,
 - (ii) formal briefings, training sessions organised by the Combined Authority or attendance at pre-arranged meetings with senior officers to discuss the business of the Business Board;
 - (iii) attendance at the Combined Authority Board or its committees to represent the Business Board,
 - b) Attendance at the following subject to the approval of the Chief Executive

- (i) Representing the Business Board at meetings or events outside of the Combined Authority area;
 - (ii) Conferences, seminars and study courses,
 - (iii) Official functions and events
 - (iv) Meetings of a non-political and non-party political nature, including with Ministers, Members of Parliament, representatives of Government Departments and representatives of major companies
- c) In respect of dependants' carer's expenses only, undertaking general duties.

6. Claims and Payments

- 6.1 A claim for travelling and subsistence, or dependents carers' expenses under this scheme shall be made in writing to the Chief Finance Officer within three months of the date of the duty in respect of which the entitlement to the allowance arises.
- 6.2 No expenses will be paid under this scheme without:
1. a dated receipt (except in relation to car mileage claims), and
 2. a statement signed by the claimant that:
 - (a) the claimant has incurred the expenditure shown on the claim,
 - (b) the claimant has not made and will not make any other claim either under this scheme or to any other body or organisation in respect of the matter to which their claim relates,
 - (c) in the case of subsistence expenses that the amount does not exceed the maximum authorised in the scheme,
 - (d) in the case of car mileage expenses, that:
 - (i) no suitable alternative public transport was available (claimant to provide explanation) or there were special circumstances (to be specified by claimant), and
 - (ii) it was not reasonable for the claimant to have travelled with another Business Board member or officer (claimant to provide explanation),

- (e) in the case of travel expenses for taxi costs incurred, that it was not reasonable to use public transport (claimant to provide explanation).

Publishing remuneration and expenses paid

This scheme shall be published on the Business Board web-site. A summary of remuneration and expenses paid under this scheme each year shall be reported to annually to the Business Board, and the summary shall subsequently be published on the Business Board's website, within 10 working days of the meeting at which it was considered.

MEMBERS' ALLOWANCES SCHEME FOR THE BUSINESS BOARD

[Updated July 2021~~July 2019~~]

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2.2 The Chief Executive is also required to confirm that the member of the Business Board's attendance at the overseas function or event:

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- (b) Represents value for money
- (c) Is required to facilitate the proper promotion or safeguarding of Business Board interests.

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4.2 Dependants' carer's expenses will only be reimbursed if incurred where the Member was undertaking approved duties (see section 5 below).

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- a) Attendance at meetings or events as a member of the Business within the Combined Authority area, including:
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 - (ii) formal briefings, training sessions organised by the Combined Authority or attendance at pre-arranged meetings with senior officers to discuss the business of the Business Board;
 - (iii) attendance at the Combined Authority Board or its committees to represent the Business Board,
- b) Attendance at the following subject to the approval of the Chief Executive

- (i) Representing the Business Board at meetings or events outside of the Combined Authority area;
 - (ii) Conferences, seminars and study courses,
 - (iii) Official functions and events
 - (iv) Meetings of a non-political and non-party political nature, including with Ministers, Members of Parliament, representatives of Government Departments and representatives of major companies
- c) In respect of dependants' carer's expenses only, undertaking general duties.

6. Claims and Payments

6.1 A claim for travelling and subsistence, or dependents carers' expenses under this scheme shall be made in writing to the Chief Finance Officer within three months of the date of the duty in respect of which the entitlement to the allowance arises.

6.2 No expenses will be paid under this scheme without:

1. a dated receipt (except in relation to car mileage claims), and

2. a statement signed by the claimant that:

- (a) the claimant has incurred the expenditure shown on the claim,
- (b) the claimant has not made and will not make any other claim either under this scheme or to any other body or organisation in respect of the matter to which their claim relates,
- (c) in the case of subsistence expenses that the amount does not exceed the maximum authorised in the scheme,
- (d) in the case of car mileage expenses, that:
 - (i) no suitable alternative public transport was available (claimant to provide explanation) or there were special circumstances (to be specified by claimant), and
 - (ii) it was not reasonable for the claimant to have travelled with another Business Board member or officer (claimant to provide explanation),

- (e) in the case of travel expenses for taxi costs incurred, that it was not reasonable to use public transport (claimant to provide explanation).

7. Option to forgo allowances

- 7.1 Any member of the Business Board, may, by notice in writing, given to the Business Board's Section 73 Officer, elect to forgo all or any part of their entitlement to allowances or expenses under this scheme.**

Publishing remuneration and expenses paid

This scheme shall be published on the Business Board web-site. A summary of remuneration and expenses paid under this scheme each year shall be reported to annually to the Business Board, and the summary shall subsequently be published on the Business Board's website, within 10 working days of the meeting at which it was considered.

Employment and Skills Strategy

To: Business Board

Meeting Date: 19 July 2021

Public report: Yes

Lead Member: Chair of the Business Board, Austen Adams

From: Senior Responsible Officer - Workforce Skills, Fliss Miller

Key decision: No

Recommendations: The Business Board is invited to:

Note the approved approach to the development of the new
Employment and Skills Strategy

1. Purpose

- 1.1 The purpose of this paper is to inform the Business Board about the proposed approach to the development of the refresh of the current Skills Strategy.
- 1.2 The proposed approach was presented to the Skills Committee on 14 June 2021 and approved by the Combined Authority Board at its meeting on 30 June 2021.

2. Background

- 2.1 The current Skills Strategy was created in 2019. The strategy is clearly aligned to the Local Industry Strategy (LIS) and has subsequently informed the development of the Local Economic Recovery Strategy (LERS) in relation to Skills.
- 2.2 The existing Skills Strategy sets the vision to grow a successful, globally competitive economy grounded in high-skilled, better paid jobs, increased productivity and strong sustainable communities through: 'An inclusive world-class local skills eco-system that matches the needs of our employers, learners and communities'.
- 2.3 The current Skills Strategy has guided how investment has been distributed in a programmatic way. The Combined Authority has used its devolved funding powers for Adult Education Budget (AEB) together with the Local Growth Fund (LGF) and the European Social Fund (ESF) to strategically invest in ways to meet the unique needs of each of the sub-economies.
- 2.4 Many of the actions in the Skills Strategy have been achieved or are nearing completion. Given the fast-moving pace of the skills requirement in a post COVID-19 era and the evolution of the LERS, it is proposed that the Skills Strategy will be refreshed and published in September 2021.

3. Proposed Approach to Develop the New Employment and Skills Strategy

- 3.1 The project will follow a robust framework for strategy development, with four pillars of inquiry to envision where we want to get to from where we are now.
- 3.2 An analysis of the available evidence will be robust and transparent. The evidence-base will be constructed using extensive secondary data, including a comprehensive analysis of key relevant (local, regional and national) strategy, research and policy documentation. This will provide an understanding of the CPCA's labour market and skills development system, and the broader context within which it operates, to which Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment thinking will be applied to identify key issues.
- 3.3 Stakeholders will be consulted on the evidence base to approve its veracity, endorse the issues identified and reflect on what this evidence means for the future of skills in the CPCA, which will underpin the next phase of work.

- 3.4 The next phase takes forward the evidence base, SWOT assessment and key issues agreed during the first phase of the work, and translates this into a vision, and a set of strategic priorities for developing future skills in the CPCA region.
- 3.5 The crucial activity at this stage is further calibration of the strategic priorities with stakeholders, sense-checking, adjusting and building buy-in to the objectives in sight and working through emerging ideas for action. One of the key challenges at this stage of the work will be to strike a sensible balance between achieving an ambitious yet realistic and deliverable set of actions, to underpin the next phase.
- 3.6 The final stage will focus on developing actions for moving the vision forward. This phase will begin with a long list of potential actions which will be developed and then subsequently reduced to a more realistic level through a prioritisation process. The emphasis here will be on and providing the bridging for taking the skills strategy thinking to implementation - identifying broadly 'who-will-do-what-with-what'.
- 3.7 Following these stages will allow the development of strategy to follow a theory of change/logic model approach, tracing through the logic of the strategy from evidence to action.

4. Scope

- 4.1 The Employment and Skills Strategy will be inclusive and will include the strategic vision for post-16 education through to higher level skills, focusing on the skills required by the local economy to meet the Local Industrial Strategy's ambition to 'improve and grow the local skills base to support a successful, globally competitive economy and labour market grounded in high-skilled and better-paid jobs, increased productivity, and growing strong, sustainable communities'.

5. Stakeholder Engagement

- 5.1 Stakeholder engagement in the process will be crucial to achieving buy-in and support for the strategy as it develops. The strategy must be owned broadly by partners across the area, rather than being developed in isolation.
- 5.2 Engagement will include:
- An open call for evidence, hosted on the CPCA website, which can be promoted by partners and completed by anyone with an interest in skills in the area.
 - A series of workshops with senior leaders and stakeholders from across the area.

It is intended that each District will have their own consultation event to ensure that all local needs are captured as part of the engagement exercise.

- 5.3 The iterative nature of strategy development means that individuals will be expected to engage with the process multiple times to provide input as the development of the strategy progresses.

- 5.4 The Skills Committee and Employment and Skills Board will be critical to enabling and leading stakeholder engagement. It is proposed that the Chairs of each group act as 'co-chairs' for the strategy and each provide a foreword for the final report.

Significant Implications

6. Financial Implications

- 6.1 Metro Dynamics will support the development of the Employment and Skills Strategy. £25k was approved by the Combined Authority Board for this work at their 30 June meeting.

7. Legal Implications

- 7.1 There are no legal implications relating to the content of this paper.

8. Other Significant Implications

- 8.1 There are no other significant implications relating to the content of this paper.

9. Appendices

- 9.1 Appendix 1 – Timeline for Development

10. Background Papers

- 10.1 [Skills Strategy](#)
- 10.2 [Local Industrial Strategy](#)
- 10.3 [Local Economic Recovery Strategy](#)
- 10.4 [Skills Committee report 14 June 2021 – Item 3.2](#)
- 10.5 [Combined Authority Board report 30 June 2021 - Item 6.2](#)

Timeline for Development

Stages of strategy development		Where are we now?					
		Where are we headed?					
		Where do we want to get to?					
		How to get there?					
	Workplan	April	May	June	July	August	September
Develop evidence base	1. Define initial evidence requirements (complete)						
	2. Collate evidence (ongoing – MD and Cambridgeshire Insights to lead)						
Define strategic priorities	3. Produce outline SWOT analysis of CPCA skills system						
	4. Generate evidence outputs to support consultation sessions						
	5. Review evidence position and determine additional requirements						
	6. Expand and deepen evidence base as required						
Prepare recommendations	1. Host engagement sessions using 4-step strategy process as guide						
	2. Produce draft strategic framework						
	3. Engage on draft strategic framework and calibrate feedback						
Reporting	1. Finalise strategic framework and review emerging recommendations from engagement						
	2. Prepare draft recommendations						
	3. Engage on draft recommendations and calibrate feedback						
Launch	1. Produce draft Skills Strategy report						
	2. Engage on draft Skills Strategy report and calibrate feedback						
	3. Produce final report						
Launch	1. Publish and launch report; shift to implementation						

Blue text = engagement



Business and Market Engagement Update

To: Business Board

Meeting Date: 19 July 2021

Public report: Yes

Lead Member: Chair of the Business Board, Austen Adams

From: Head of Communications, Emily Martin

Key decision: No

Recommendations: The Business Board is recommended to:

- a) Note the update on recent Business and Market Engagement activity;
- b) Note the forward plan of communications activity for the Business Board;
- c) Agree to receive future updates on communications activity via a bespoke digital reporting dashboard and forward plan, provided via the Communication team's media monitoring software.

1. Purpose

- 1.1 The purpose of this report is to provide Business Board Members with an opportunity to shape the communications strategy for the Business Board and update Members on planned, ongoing and past communications activity.

2. Background

- 2.1 This update provides a summary of communications and engagement work completed between June and July 2021, while looking ahead to opportunities up until the end of August. The report also identifies improvements to the way Business Board members receive reports on communications activity and recommends changes be enacted to allow Board members to receive more relevant, timely and accurate reporting going forward. These reports will then be discussed at Business Board Update meetings.

3. Communications Activity – June – July 2021

- 3.1. Appendix 1 of this report details communications outputs from June 2021 up to this meeting.
- 3.2. Some of the notable highlights include:
 - (a) 100 Days of Growth Works: Communications that demonstrate how Growth Works has hit the ground running and is already delivering opportunities for workers, learners and businesses across our region.
 - (b) ARU Peterborough: Communications to celebrate a new milestone in the development of ARU Peterborough, with the approval of planning permission for a £16.7m Manufacturing and Materials Research and Development Centre which will form a second phase of the scheme.
 - (c) Adult Education Funding: Communications to show how we have improved targeting of our adult education budget to areas with low levels of skills, low wages and greater unemployment. Through this we also demonstrated the importance of businesses taking part in our AEB Consultation by showing how we used the results of that work to inform decision making.

4. Planned Activities: July 2021 – August 2021

- 4.1. Appendix 2 of this report provides a summary of the future opportunities to raise the profile of the Business Board, Business and Skills directorate and our future interventions.
- 4.2. Some of the notable plans include:
 - (a) Employment and Skills Strategy: Communications to drive increased engagement and buy-in with the creation of our new Employment and Skills Strategy. We are reaching out to partners and stakeholders to ensure our new Strategy is not a top-

down product and has been shaped and informed through meaningful two-way engagement with employers, providers, local authorities and stakeholders.

- (b) Business Board Annual Report & Delivery Plan: Once Board members have approved the content for the Annual Report and Delivery Plan in July, we will be working with members to transform the content into an interactive digital dashboard which can be used to host multimedia case studies for use on the Business Board's social media channels and members' own channels. We will also transform the content into a published document for circulation alongside a series of infographics to raise awareness of the achievements and plans of the Business Board.
- (c) Sector Strategies: We plan to produce a series of explainer videos for each sector strategy which can be used to raise awareness of the strategies and the interventions within them. Alongside the videos, we plan to produce a series case studies on interventions within the sector strategies leveraging our partners where recommendations require a joint approach.

5. Future Reporting

- 5.1. The reporting of communications activity and media engagement to Business Board members can be made more timely, detailed and relevant by utilising the Combined Authority's new media monitoring software. If agreed, members will be sent regular dashboards which demonstrate the communications activity that has been completed alongside data of its reach and engagement alongside an agile forward plan which will be continually updated to reflect changing priorities and communications opportunities as they arise. Members will have a chance to shape and review the communications programme at Business Board Update Meetings going forward.

Significant Implications

6. Financial Implications

- 6.1 There are no direct financial implications arising from the report.

7. Legal Implications

- 7.1 There are no direct legal implications arising from the report.

8. Other Significant Implications

- 8.1 There are no other significant implications arising from the report.

9. Appendices

- 9.1. Appendix 1 – Communications Report (June 2021 – July 2021)
- 9.2. Appendix 2 – Communications Forward Plan (July 2021 – September 2021)

Business Board Communications Report (June 2021 – July 2021)

Date	Project	Key Messages	Communications Activity / Links
June 2021	Adult Education Budget / Skills Committee	<p>Improved targeting of adult education funding to areas with low levels of skills, low wages and greater unemployment.</p> <p>£1 million of funding approved for training in Combined Authority growth sectors of advanced manufacturing and engineering, life sciences, agri-tech and digital and AI.</p> <p>How the Combined Authority are develop flexibilities which allow better targeting of learning to areas of low skills levels, based on feedback from businesses.</p>	<p>Local media and business / skills trade press release, social media posts.</p> <p>https://cambridgeshirepeterborough-ca.gov.uk/news/mproved-targeting-of-adult-education-budget-to-low-skill-areas-approved-by-skills-committee/</p>
June 2021	ARU Peterborough Research & Development Centre	<p>Peterborough City Council's Planning and Environmental Committee approved plans for the £16.7m Manufacturing and Materials Research and Development Centre building.</p>	<p>Local media and business / skills trade press release, social media posts.</p> <p>https://cambridgeshirepeterborough-ca.gov.uk/news/planning-permission-approved-for-ar-u-peterborough-research-and-development-centre/</p>

		How the centre will link with local industry, fostering collaboration and innovation in a wide range of materials technologies, including 3D printing research, sustainable plastics, and new ways to make batteries.	
June 2021	ARU Peterborough	<p>Peterborough City Council has applied for £20m funding from the government's Levelling Up Fund to fund the third stage of development at ARU Peterborough.</p> <p>At the centre of Peterborough's bid is a new landmark cultural asset called The Living Lab, located within a second teaching building at ARU Peterborough.</p> <p>How the University Quarter Cultural Hub, helping the city centre become a more attractive destination for residents, businesses, and visitors.</p>	<p>Local media, business / skills, trade press release, social media posts, Mayoral interviews.</p> <p>https://cambridgeshirepeterborough-ca.gov.uk/news/extra-20-million-of-government-funding-could-be-used-to-boost-arupeterborough-campus/</p>
June 2021	Growth Works 100 Days	What has Growth Works delivered in its first 100 days? How many businesses have been supported with coaching or grant funding from the programme?	<p>Local media, business and trade press, media outlets in target areas e.g. Bristol / London, national business and sector titles.</p> <p>Social media posts, LinkedIn targeted adverts.</p>

		<p>How many jobs has the programme created and safeguarded to date and are they split across all sectors and places of the CPCA economy?</p> <p>The programme has hit the ground running but is only just getting started!</p>	
June 2021	Armed Forces Day	<p>Business Board & the Combined Authority reaffirm their commitment to the Armed Forces Covenant to mark Armed Forces Day 2021.</p> <p>A survey has been commissioned to see how the Business Board and Combined Authority can better support veterans to upskill and retrain and support employers to create opportunities for veterans across the region.</p>	Press release to local and sector media, online consultation and social media campaign to raise awareness of our survey and ongoing commitments to the covenant.
July 2021	Growth Works Inward Investment	<p>New inward investor Bubble Sake Brewery announce their European HQ will be based in Ely. The company employs new technology to bring sparkling sake to the UK market and will create 3-5 jobs in Ely.</p> <p>Sake is 80% water - so, the composition and quality of water</p>	Local media, business and trade press, media outlets in target areas e.g. Bristol / London, national business and international sector titles.

		<p>plays an important role in the final product. The water in the suburbs of Cambridgeshire, the home of The Sparkling Sake Brewery, has a plenty of mineral content - perfect for creating beautifully delicate bubbles as well as elegant still sake which is the base sake before the second fermentation.</p>	
July 2021	Community Renewal Fund	<p>Seven bids to Government for investments in Peterborough and Fenland totalling £6 million and aimed at tackling disadvantage and boosting prosperity in communities have been submitted.</p> <p>How the prospective programmes will support upskilling, business support, sustainable development in rural areas, and helping entrepreneurs.</p>	Local media press release, social media posts and possibility for any success applicants to be turned into interviews / case studies.

Business Board Communications Forward Plan (July 2021 – September 2021)

Date	Project	Key Messages/Details	Communications Activity
July	Covid-19 Impact Assessment Report:	<p>New report details our improved understanding of the COVID-19 crisis' impacts on the economy and labour markets across Cambridgeshire and Peterborough's and within our sub-economy areas. Details of which sectors have been hardest hit, how national and local support schemes have supported businesses.</p> <p>Looking to the future how can we help businesses to innovate to regrowth as we rebound.</p>	<p>Press release and social media to summarise impacts, and how they have been mitigated.</p> <p>Explore potential infographics to communicate statistical detail.</p> <p>Particular focus on rebound – what schemes can help.</p>
July	Employment and Skills Strategy	<p>Work begins on new Employment and Skills Strategy for Cambridgeshire and Peterborough.</p> <p>An overview of what the updated strategy is and how it is being developed, including details of how the Combined Authority and Business Board will be reaching out to engage with a wide range of stakeholders to help shape and inform the report's findings.</p>	<p>Press release and social media detailing why these matter, what its objectives are.</p> <p>Stakeholder engagement plan</p>

July	Careers Hub	<p>Announcement of our successful award of additional funding to deliver a Careers Hub for Cambridgeshire and Peterborough from the Careers Enterprise Company, a subsidiary of the Department for Education.</p> <p>Careers Hubs have access to additional support and funding, including: A 'Strategic Hub Lead' to help coordinate activity and build networks, Access to bursaries for individual schools and colleges to train Careers Leaders, Central Hub Fund of equivalent to £800per school or college.</p> <p>As part of the Careers Hub we will actively encourage employers to become Cornerstone Employers. Cornerstone Employers act as champions to encourage new businesses in the area to get involved in supporting schools and colleges, as well as encouraging their own staff to become volunteer Enterprise Advisers.</p>	<p>Press release and social media explaining careers hub, key objectives.</p> <p>Encouragement of potential cornerstone employers to get in touch through via networks/channels.</p>
August	Visitor Economy and Kickstarting Tourism Grant Schemes	How have businesses been able to benefit from the Business Board's Visitor Economy and Kickstarting	<p>Press release and social media posts.</p> <p>Working with businesses to produce</p>

		<p>Tourism Grant Schemes one year on from the scheme closing.</p> <p>Grants of up to £3,000 were provided to 125 businesses through the Growth Hub. We will be producing case studies to show how businesses have invested the funds to protect jobs.</p>	<p>case studies that demonstrate the impact of the grant scheme and the wide variety of businesses supported across a range of sectors.</p>
August	Growth Works Investor Panel Launch	<p>Communications to mark the official launch of the Growth Works Investor Panel. Making people aware what the panel is, who sits on it and how it fits within the Growth Works Programme.</p> <p>This is also an opportunity to generate potential applicants for investment through the Grants & Equity Service Line.</p>	<p>Press release to introduce the panel and targeted marketing to potential applicants to generate a strong pipeline of interest for the programme.</p>
August	Get Cambridgeshire and Peterborough Back to Work	<p>Campaign to proactively engage with people at risk of unemployment or currently unemployed to raise awareness of opportunities for an immediate return to the workplace.</p> <p>The timing of this campaign coincides with vacancy rates rising to 22% above the pre-COVID baseline. The campaign also aims</p>	<p>Press release and social media posts scheduled to run throughout the campaign.</p> <p>Work with partners to share access to initiative through their networks/channels.</p>

		to work with Growth with Skills to avoid a cliff edge end to the Furlough Scheme within our region.	Explore partnership with Peterborough/Fens media to run regular reminder articles.
September	ARU Peterborough	<p>Concrete frame roof slab complete of Phase 1 and site mobilisation for the Phase 2 research and development facility begins.</p> <p>A significant milestone event in terms of the construction of the campus</p>	<p>Press call for a 'Topping Out Ceremony' in conjunction with Phase 2 work starting. Accompanying press release and social posts.</p> <p>Invitees would be Mayor, PCC leader, ARU representatives, local MP.</p>



THE BUSINESS BOARD

Business Board Forward Plan

Published 9th July 2021

	Business Board Meeting – 19 th July 2021						
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes - 19 th May 2021	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – July 2021	Combined Authority Board	28 th July 2021	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Covid-19 Impact Assessment Report	Business Board			To provide an updated Covid-19 Impact Assessment Report to the Board.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
5.	Business Board Annual Report and Delivery Plan 2021	Combined Authority Board	28 th July 2021	Decision	To approve the Business Board Annual Report for 2020-21 and Annual Delivery Plan for 2021-22.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
6.	High Performance Computing Study and Roadmap	Combined Authority Board	28 th July 2021	Decision	To present to the Business Board the scope of the opportunity related to High Performance Computing capability and to seek approval to commission a feasibility study.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

7.	Business Board Performance Assessment Framework and Recruitment Process	Combined Authority Board	28 th July 2021		To approve the outline Framework for Business Board Performance Assessment and to outline the process for the upcoming recruitment campaign.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
8.	Business Board Expenses and Allowances Scheme	Combined Authority Board	28 th July 2021	Decision	To note the summary of remuneration and expenses paid to Members during 2020-21 and to approve the updated Business Board Member Allowance Scheme.	<i>Rochelle Tapping, Deputy Monitoring Officer</i>	Chair
9.	Business Board Nomination to the Greater Cambridge Partnership Joint Assembly	Business Board		Decision	To endorse the nomination of a Business Board representative on the Greater Cambridge Partnership Joint Assembly.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
10.	Employment and Skills Strategy	Business Board			To note the approach to refresh the CPCA Employment and Skills Strategy.	<i>Fliss Miller, SRO Workforce Skills</i>	Chair
11.	Business and Market Engagement Update	Business Board			To update members on latest PR activity.	<i>Emily Martin, Head of Communications</i>	Chair
12.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 14th September 2021

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes - 19 th July 2021	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – September 2021	Combined Authority Board	29 th September 2021	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Growth Works Management Review – September 2021	Business Board			To monitor and review programme delivery and performance.	<i>Nigel Parkinson, Growth Co Chair</i>	Chair
5.	Business Board Annual Report & Delivery Plan	Business Board			To approve the Annual Report and Delivery Plan for publishing and associated PR plan.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
6.	Combined Authority Implications of the LEP Review	Combined Authority Board	29 th September 2021		To note the outcomes of Government's national LEP Review.	<i>John T Hill, Director, Business & Skills</i>	Chair
7.	Levelling Up Fund (LUF) and Community Renewal Fund (CRF) Bids Update	Combined Authority Board	29 th September 2021		To update members on the outcome of the submission of bids to LUF and CRF.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

8.	Opportunities to Develop the Greater South East Energy Hub	Combined Authority Board	29 th September 2021		To note the opportunities for a green manufacturing supply chain and skills requirements.	<i>Alan Downton, Interim Programme Manager</i>	Chair
9.	Business Board - Member Reappointments	Business Board			To confirm reappointment of the Vice Chair and first term members to the Business Board.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
10.	Enterprise Zones Programme Update	Combined Authority Board	29 th September 2021		To provide members with an update on the Enterprise Zones Programme.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
11.	Business & Market Engagement Update	Business Board			To update members on latest PR activity.	<i>Emily Martin, Head of Communications</i>	Chair
12.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 9th November 2021 (Public meeting)

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes - 14 th September 2021	Business Board			To approve the minutes of the last meeting as a correct record.		

2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – November 2021	Combined Authority Board	24 th November 2021	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Agri-Tech Sector Strategy	Combined Authority Board	24 th November 2021	Decision	To approve and adopt the strategy for the Agri-Tech Sector in Cambridgeshire & Peterborough.	<i>Martin Lutman, Agri-Tech Sector Specialist</i>	Chair
5.	Performance Assessment and Evaluation Report	Business Board			To present the final report following the review undertaken by the Institute of Directors (IoD).	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
6.	Business Board Recruitment – New Appointments	Business Board			To confirm the appointments of new private sector Board members.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
7.	Adult Education Budget Performance Review	Business Board			To present a review of the CPCA's performance in improving delivery of Adult Education.	<i>Parminder Singh Garcha, SRO Adult Education</i>	Chair
8.	Climate Commission Report Update	Business Board			To update members on the latest Climate Change Commission Report and Business Board response.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair

9.	Employment & Skills Strategy	Combined Authority Board	24 th November 2021		To present the final Employment and Skills Strategy for Cambridgeshire and Peterborough to the Board.	<i>Fliss Miller, SRO Workforce Skills</i>	Chair
10.	Business & Market Engagement Update	Business Board			To update members on latest PR activity.	<i>Emily Martin, Head of Communications</i>	Chair
11.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 11 th January 2022							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 9 th November 2021	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair

3.	Strategic Funding Management Review – January 2022	Combined Authority Board	26 th January 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Growth Works Management Review – January 2022	Combined Authority Board	26 th January 2022		To monitor and review programme delivery and performance.	<i>Nigel Parkinson, Growth Co Chair</i>	Chair
5.	Business & Market Engagement Update	Business Board			To update members on latest PR activity.	<i>Emily Martin, Head of Communications</i>	Chair
6.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 15 th March 2022							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes - 11 th January 2022	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair

3.	Strategic Funding Management Review – March 2022	Combined Authority Board	30 th March 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Business & Market Engagement Update	Business Board			To update members on latest PR activity.	<i>Emily Martin, Head of Communications</i>	Chair
5.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 10 th May 2022							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes - 15 th March 2022	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – May 2022	Combined Authority Board	25 th May 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

4.	Growth Works Management Review – May 2022	Business Board			To monitor and review programme delivery and performance.	<i>Nigel Parkinson, Growth Co Chair</i>	Chair
5.	Nomination of Business Board Representatives for the Combined Authority Board	Combined Authority Board	25 th May 2022		To nominate the Chair and Vice-Chair to be member and substitute member of the Combined Authority Board for the municipal year 2022/23.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
6.	Business Board Annual Report and Delivery Plan	Combined Authority Board	25 th May 2022		To approve the Business Board Annual Report for 2021-22 and Annual Delivery Plan for 2022-23.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
7.	Business & Market Engagement Update	Business Board			To update members on latest PR activity.	<i>Emily Martin, Head of Communications</i>	Chair
8.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

SUBMIT YOUR COMMENTS OR QUERIES TO BUSINESS BOARD

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

.....

Tel:

Email:

Who would you like to respond?

