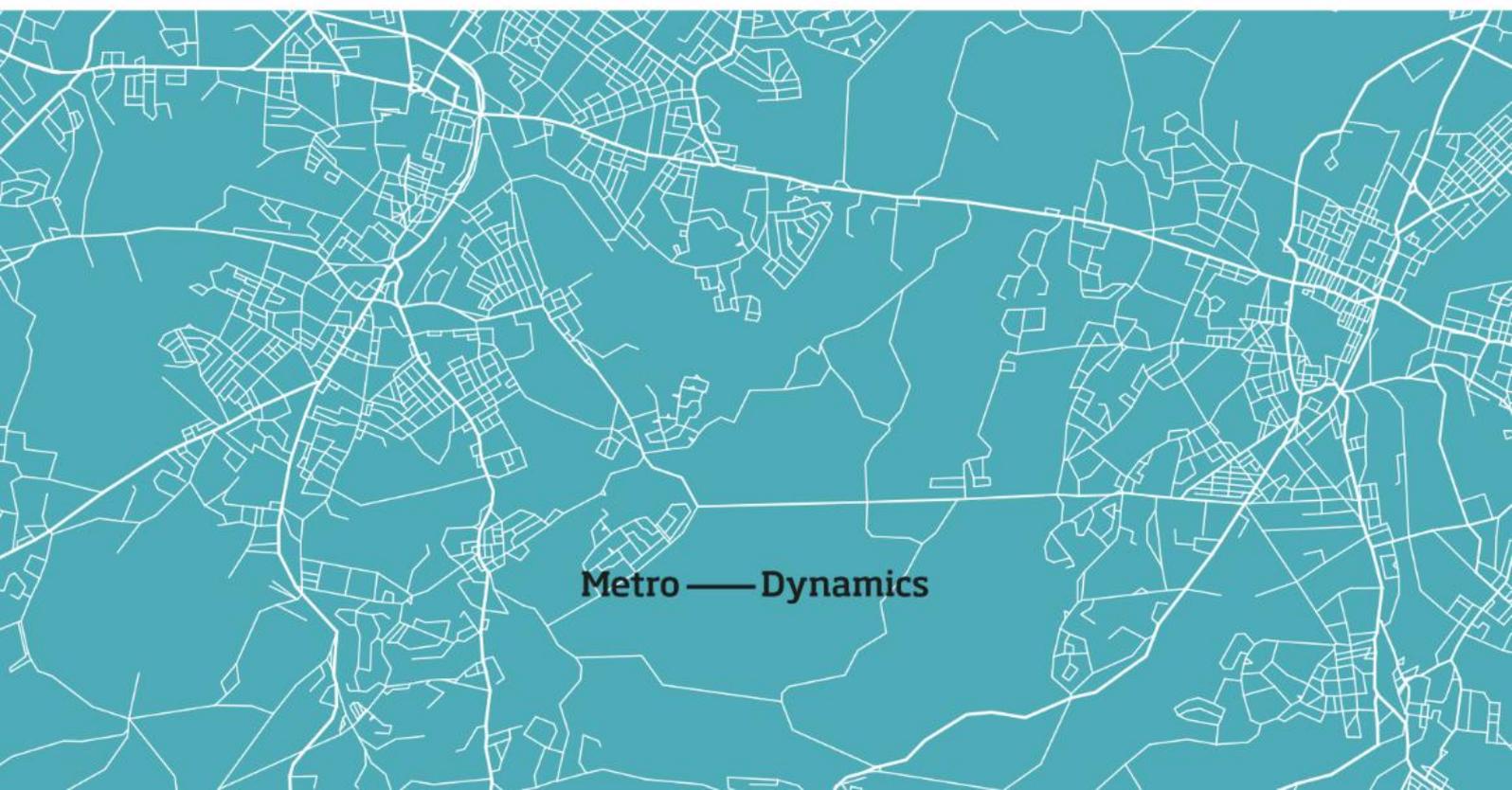




CPCA Sector Strategies - Implementation Review

Working Draft

August 2022



Metro — Dynamics

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1 Introduction

Study Background

Cambridgeshire and Peterborough Combined Authority (CPCA) have commissioned Metro Dynamics to review progress on the implementation of the region’s sector strategies – AgriTech (2019) and An AgriTech Action Plan for CPCA (2021); Digital (2019) and Digital Sector Strategy Update (2021); Life Sciences (2021); and Advanced Manufacturing (2021).

The purpose of the review is three-fold:

- to review progress of delivering the recommendations in Cambridgeshire and Peterborough’s sector strategies, noting what has, is and will be delivered;
- to highlight the key enablers and barriers in delivering against strategic recommendations; and,
- to provide recommendations as to the future implementation of the sector strategies.

Study Approach

Metro Dynamics’ approach to the review is shown in Table 1 below.

Table 1. Review Approach

Stage	Activity
Desk Based Review	A detailed review of sector strategies to map actions and recommendations
Stakeholder Engagement	<p>11 scoping interviews with a range of sector stakeholders involved in strategy development and delivery. Key lines of enquiry include:</p> <ul style="list-style-type: none"> • how the strategy was developed and if provision/a plan for implementation was devised as part of this process; • key barriers and enablers in delivering the strategy; • the ongoing relevance of strategic recommendations; • overview of what strategic recommendations are being delivered (by who, where and how) and what activity is in the pipeline; and, • suggestions for how to enhance the scale, pace and quality of sector strategy implementation.

**Activity
Mapping**

Assessment of the delivery progress and continued relevance of sector strategies. Where required, desk-based research into regional activity has been performed to, where possible, address gaps in consultee knowledge on strategic delivery.

The delivery progress and strategic fit of the sector strategy recommendations was assessed using the scoring system shown in Table 2 (overleaf). Assessment of strategic fit has been informed by stakeholder feedback and identification of synergies with the objectives outlined in Cambridge and Peterborough’s Economic Growth Strategy (EGS) and other relevant CPCA policy documents such as the Employment and Skills Strategy (ESS). An overview of the objectives of the ESS and EGS is provided as an appendix for reference.

This Document

This document presents the findings of the sector strategy delivery review. Overview of delivery progress is based on information provided by stakeholders and results from desk-based research, however, may not cover all the regional activity currently in delivery or in the pipeline.

Chapter Two presents the key findings relating to common barriers and enablers of strategy delivery across the sectors and provides recommendations for future implementation. The following chapters provide an overview of each sector strategy, including a summary of how they were developed, stakeholder feedback and a table which captures known activity and scores according to the system described above.

Table 2. Activity Scoring Matrix

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

2 Key Findings

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

There are, however, some positive reflections for the future implementation of the sector strategies, and there are some examples of activity which addresses and/or complements strategic recommendations.

Barriers to Delivery

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

Delivery Enablers

Stakeholders are passionate about strengthening Cambridgeshire and Peterborough's brand in growth sectors and developing a diverse talent pipeline and entrepreneurial ecosystem for the area. Many consultees are willing to take leading roles in supporting sector strategy implementation, highlighting the following as key enablers in this:

- developing effective mechanisms for communicating the strategic vision and objectives for the sectors to both local and national stakeholders;
- identifying appropriate funding for delivering work;
- Assigning delivery responsibility to specific organisations or individuals;
- having appropriate oversight mechanisms in place to hold individuals/organisations responsible for delivery to account for and monitor progress.

Recommendations

Appoint CPCA Sector Champions

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

Create a Sector Reference Group

There is a key opportunity for CPCA to cement its role as convener by bringing together public and private sector stakeholders to form groups for each priority sector.

Thematic groups are common forums within Combined Authority Governance structures. They are designed to be multi-functional. Responsibility for the development of the sector strategy implementations could be delegated to this group, and membership organisations may be tasked with delivering specific activities as part of this.

The thematic composition makes a sector reference group well placed to provide evidence-based insight and recommendations across the CPCA policy domains on issues that cut across priority sectors. Existing committees and boards may commission the sector group to engage appropriate partners and stakeholders and build up an evidence base to assist in the development of key strategy relevant to the different priority sectors. For instance, the sector groups could be consulted as part of the implementation of key strategic documents, such as the 2022 Cambridgeshire and Peterborough Economic Growth Strategy and the Employment and Skills strategy.

The Terms of Reference for the sector groups should be codesigned with CPCA sector champions and stakeholders. Consideration should be given to:

- the role and function of the group;
- the governance of the group (i.e. who does the sector groups report to);
- group membership and appointment of chair;
- meeting frequency; and,
- what funding is available to support group activity.

Develop Implementation Plans

Implementation plans are important instruments for translating the ambitions and objectives of a strategy into alive documents that provides a practical road map for realistic and achievable delivery. They are a mechanism by which stakeholders can agree a shared understanding of what is to be delivered, when, and by who.

The development of an implementation plan should not be a one-off activity but a continual process whereby the agreed actions and timeline for their implementation must be reviewed regularly as part of wider progress monitoring activity. The plan should be an agile document which is responsive to changing policy contexts and funding opportunities, as well as any changes to sector needs.

An overview of a typical implementation plan structure is provided in Table 3, alongside areas of consideration for CPCA and stakeholders as part of plan development.

Table 3. Implementation Plan Structure and Key Considerations

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

Section	Content	Areas for consideration
When we will get there	<p>A timeline of activity which outlines the current and pipeline projects, noting delivery time scales and organisations responsible for implementation.</p> <p>This should include specific review points for reviewing current and pipeline projects.</p>	<ul style="list-style-type: none"> • How often should implementation progress be reviewed?
Monitoring our progress	<p>Explanation of how the outcomes and impact of implementation will be accessed and communicated.</p>	<ul style="list-style-type: none"> • What is the approach to monitoring and evaluation? • How will data be collected, held and shared?

3 Digital

Strategy Development

Written by Cambridge Wireless and Anglia Ruskin University, the Digital sector strategy was approved and published in 2019. An update was published in 2021, which brings the actions outlined in the original strategy into the post-pandemic context. The action plan did not allocate responsibility to different sector players to deliver recommendations and there has been no group or persons given oversight or delivery responsibility for implementing the strategy.

Stakeholder Feedback

Stakeholders agree that the strategic recommendations remain relevant. However, a robust implementation plan is required to translate the ambitious strategy into a series of prioritised actions which can effectively be delivered against.

A key part of implementation plan development will be reviewing the strategic recommendations to identify areas of duplication. For example, recommendations 1 and 4 are both focused on the provision of high-quality digital training and therefore could be consolidated under one programme or strand of activity.

Consultees highlighted the difficulty in getting the appropriate buy-in from different sector stakeholders, which has limited the strategic co-ordination of activity. This is due in part to low awareness from digital businesses, research organisations and sector bodies about the existence of the strategy or subsequent action plan. A plan for communicating CPCA's strategic ambition to the sector (both locally and outside of the Cambridgeshire and Peterborough) is therefore also noted as important in the development of the strategy implementation plan.

Implementation Overview

Analysis of the Digital Sector Strategy (as seen in Table 4) shows mixed performance across the recommendations. There are examples of strong delivery – such as CW TEC and other Cambridge Wireless programmes targeted at improving the digital skills of young people and professionals – however there is scope to increase activity across all recommendations in order to realise strategic ambitions. Recommendations remain relevant and are on the whole well aligned to wider CPCA policy.

Table 4. Digital Sector Strategy Implementation Overview

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

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 5	<p>A thriving digital sector has complex supply chain demands that can be met by local businesses, if potential customers are aware.</p> <p>> Fund opportunities for digital businesses to meet local suppliers through face-to-face networking and intraregional programmes, e.g. Cambridge Tech Week.</p>	3	4	<p>Opportunities for businesses to network with local suppliers is afforded through Cambridge Wireless events. These events are paid for by CW membership (i.e. not publicly funded). Stakeholders agree publicly funded networking opportunities would further enhance activity under this recommendation and encourage participation by a more diverse range of businesses. Stakeholders consider this very important if CPCA is able to remain competitive in the sector, and is aligned to the Finance and Governance and Innovation capitals under the EGS.</p>
Recommendation 6	<p>Starting and growing a business requires an idea, talent, space, finance, suppliers, customers - to name a few! Such things are present in the region to a degree, but CPCA needs to improve signposting, access and quality.</p> <p>> Develop high-quality, supportive business premises across the region for start-ups.</p> <p>> Establish a CPCA Digital Innovation Fund with a particular focus on convergence activities and businesses setting up outside of Cambridge.</p> <p>> Increase the visibility and accessibility of financial information throughout the region.</p>	2	5	<p>Growth Works and the CPCA Growth Hub signpost companies to relevant incubators and accelerators dependent on the findings of their initial diagnostic. Companies may be eligible for revenue grant support via Growth Works. Community Renewal Fund support available for high potential start-ups in specific regions only, outside of Cambridge. No evidence of Digital Innovation Fund development, and no examples of high quality business premises given by stakeholders. Stakeholders think this is a particularly important recommendation, which would align to a number of CPCA capitals including People, Innovation, Finance and Governance and Reducing Inequalities.</p>
Recommendation 7	<p>While the digital sector grows, other industries are also digitalizing their processes. Encouraging the adoption of digital technologies in key sectors for CPCA such as life sciences, manufacturing and agriculture will increase the number of skilled jobs in the region.</p> <p>> Establish Leadership Councils for Technology in Manufacturing, Logistics and Agriculture. -Establish "Launchpads" (sector-specific business premises) for the development and trial of digital technologies in key sectors.</p> <p>> Fund high-impact networking and knowledge transfer activities between the digital sector and industry, e.g. Cambridge Tech Week.</p> <p>> Expand on projects such as "Digital Manufacturing on a Shoestring" which support the uptake of digital manufacturing among SMEs.</p>	2	5	<p>CW's TEC and Firestarter programme provide opportunities for peer networking between sector and industry. No evidence of the creation of Leadership Councils or launchpads to support innovation. This is an example of cross sector working which stakeholders think CPCA should be promoting as a means of knowledge sharing and facilitating innovation (a CPCA capital). If done effectively, this would support a range of objectives in the EGS, including supporting a transition to a low carbon economy, providing good quality jobs in high performing businesses and accelerate business growth. Having sector specific business premises would also contribute to local placemaking and renewal objective.</p>
Recommendation 8	<p>The City of Cambridge is the most innovative city in the UK, producing almost three times the number of patent applications per capita than any other city. The UK Government must support CPCA in promoting this attractive brand overseas.</p> <p>> The UK Government must position the CPCA brand as a global innovation powerhouse to encourage inward investment by technology companies into the country</p>	4	4	<p>Locate Cambridge have built strong relationships with the Department for International Trade, providing detailed briefings on the region's selling points both within Cambridge and beyond. DIT posts are provided with information to provide to companies looking to expand into the UK and the team can then provide targeted support to land companies and create jobs in our region. Growth Hub maintain a strong working relationship with BEIS and the Arc cluster. Recommendation considered relevant and aligned to the Finance and Governance capital of the EGS, as well as its place making objectives.</p>
Recommendation 9	<p>The UK Government must look to CPCA for leadership on Artificial Intelligence. The City of Cambridge is already home to the world's foremost Artificial Intelligence departments</p> <p>> Amazon, Microsoft, Samsung - as well as innovative AI start-ups.</p> <p>> Coordinate the energies of the public and private sector to cement CPCA as a global centre of expertise in Artificial Intelligence</p>	3	4	<p>Partnering with Cambridge Wireless to raise awareness of Cambridge's AI offering, Growth Coaching looking to establish specific high-growth community for AI companies in the region and AI coaches. Stakeholders note that more activity needs to be done at a strategic level to deliver on this recommendation. Recommendation is still considered relevant and is aligned to the Innovation and Financial an Governance capitals of the EGS.</p>

4 AgriTech

Strategy Development

CPCA commissioned Promar to develop a high level AgriTech sector strategy in 2019. This was built on in *From Report to Reality: Strategic Action Plan for the CPCA*, a series of recommendations developed by AgriTech E on behalf of the Combined Authority, which was approved at the October 2021 Business Board. The strategic action plan updated and refined the recommendations from the 2019 strategy and provides suggested actions for consideration.

Stakeholder Feedback

To date, delivery of the action plan has not met the scope, scale or pace anticipated by sector stakeholders. A lack of funding and strategic coordination, as well as a loss of knowledgeable personnel within CPCA were cited as contributory factors in this.

Stakeholders highlighted a particular dearth in sector specific business support and agree this should be addressed with urgency. The Growth Hub and Growth Works continue to have a substantial level of inquiries from AgriTech SMEs looking for support – notably capital support to upgrade infrastructure to streamline processes and facilitate innovation – however there is currently no provision suitable for the sector.

There are a few ‘quick wins’ that could provide interim solutions to sector recommendations as a means of kick-starting strategy implementation. An example of this is Growth Works flexing its eligibility criteria to accept SMEs with fewer employees to accommodate the smaller family-run businesses which are common in AgriTech, whilst tailored provision for the sector is developed (including the identification of appropriate funding sources and the design of tailored support).

Implementation Overview

The AgriTech Sector Strategy recommendations remain relevant and are generally well aligned to the EGS and wider CPCA policy. Substantial action is required to improve strategy implementation, as no known activity is underway or in the pipeline to support strategic delivery for the majority of recommendations. A summary is shown in Table 5.

Table 5. AgriTech Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 1	Provide specific support for scale-up of businesses active in AgriTech – including facilities, access to finance and infrastructure support.	1	5	No specific support is available for AgriTech businesses however businesses that fit the criteria for Growth Works may access this scheme to receive a revenue grant or coaching support. Stakeholders agree that this is extremely relevant and is strongly aligned to the business objectives outlined in the EGS.
1a	Undertake audit of existing & planned facilities for scale-up of AgriTech businesses in the region, identifying gaps and opportunities.	1	4	Some early work is underway to begin this audit, however consultees note that it has been difficult to get wider stakeholder buy in/engagement to the audit process. Some of this work will be captured in the work commissioned by Locate Cambridge to support their AgriTech market access programme. Aligned to the Infrastructure capital of the EGS.
1b	Create a “hub-and-spoke” model of co-ordinated support to provide facilities for growth and scale-up space.	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders agree that this is relevant, however note scoping work required to understand if hub and spoke model is practical and most cost effective.
1c	Create flexible growth capital options & co-invest with other private sector investors, potentially aspiring to emulate the Engine model with MIT. alongside infrastructure & connectivity planning around the CPCA area.	0	4	No known activity underway or in pipeline aligned to recommendation but is well aligned to the Innovation and Finance and Systems capitals under the EGS.
1d	Provide dedicated AgriTech business support by ensuring the “AgriTech literacy” of the Growth Works scheme with dedicated AgriTech advisor(s).	0	4	No dedicated AgriTech advisor available as part of the Growth Works programme. No action has been taken to improve AgriTech literacy although there are some quick wins that could be adopted to support this. Stakeholders agree this is still relevant and is aligned to the business objectives of the EGS.
1e	Ensure AgriTech needs are considered	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders agree with this point but are unsure as to how this will be implemented. However, it is noted that implementation of the sector specific priorities is a key action outlined in the EGS.
Recommendation 2	Increase rate of adoption of new agricultural technologies by farmers through de-risking investment & providing support for academic-industry support.	0	4	No known activity underway or in pipeline aligned to recommendation, however, stakeholders consider this to be highly relevant. It is aligned to the Innovation and Finance and Governance capitals.
2a	A regional grant scheme to build on the Eastern AgriTech Growth Initiative, encompassing R&D, as well as in-house R&D and business growth.	0	5	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this a strongly relevant recommendation. It is linked to a number of EGS capitals - Innovation, People and Finance and Governance.
2b	A fund to help farm businesses with procurement and investment in new technologies, to fund trials and de-risk farmer adoption, potentially also forming part of an incubator/accelerator fund to connect researchers and start-ups to agri-businesses.	1	3	No specific fund has been created but some AgriTech businesses will be able to access support through Growth Works. Stakeholders consider this a strongly relevant recommendation. It is linked to the Innovation and Finance and Governance capital.
Recommendation 3	Ensuring a fit-for-purpose workforce for an AgriTech enabled industry, providing life-long learning opportunities, re-skilling and up-skilling.	0	4	No known activity underway or in pipeline aligned to recommendation, however it is strongly aligned to the People capital of the EGS and the Life Wide and Lifelong Learning Opportunities theme of the Employment and Skills Strategy (ESS).

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
3a	Development of a bespoke, AgriTech skills plan to sit alongside a wider skills plan for food, drink and agriculture.	1	5	Whilst no current activity is being delivered under this activity, it is noted as an urgent action for implementation in the draft ESS implementation plan. Stakeholders consider a skills plan for the sector essential to support growth. It is aligned to both the EGS and ESS.
3b	Structured support for new learners with employers to help provide industry placements, apprenticeships, internships and studentships.	0	4	No known activity underway or in pipeline aligned to recommendation. Increasing the routes into training and employment is also aligned to the People and Reducing Inequalities capitals, as well as the 'better-quality jobs' objective under the EGS.
Recommendation 4	Harnessing AgriTech as an enabler for the Net Zero journey in the CPCA geography.	0	4	No known activity underway or in pipeline aligned to recommendation. AgriTech offers routes to Net Zero however significant R&D investment is needed. Aligned to the 'ensure transition to green, low carbon economy' objective as well as the Climate and Nature and Innovation capitals.
4a	Life cycle analysis & modelling, including via a digital twin, of Fenland agriculture to understand how best to reduce GHG emissions.	0	4	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature and Innovation capitals.
4b	Financial support for demonstration and test-beds of AgriTech capabilities as innovative tools for lowland peat GHG management.	0	5	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature and Innovation capitals.
4c	Grant incentives for infrastructure and upgrading of farm real estate to support an electric or renewable energy platform, battery storage etc.	0	4	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature, Finance and Governance and Innovation capitals.
Recommendation 5	Develop a clear positioning around the AgriTech capacity and assets in the CPCA geography and ensure these are well-understood and embedded across all communications.	0	4	No known activity underway or in pipeline aligned to recommendation. Well aligned to the 'accelerate business growth' and the 'accelerate local placemaking and renewal' objectives under the EGS.
5a	Refresh the 2015 "smart specialisation" approach to the AgriTech assets in the CPCA area Embed the AgriTech narrative more visibly within the wider CPCA inward investment "offer."	0	4	No known activity underway or in pipeline aligned to recommendation. Well aligned to the 'accelerate business growth' and the 'accelerate local placemaking and renewal' objectives under the EGS.
5b	Develop communications around the CPCA AgriTech excellence, promoting market "pull", technology capacity and strengths of the region.	0	5	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this highly relevant and a recommendation which can be actioned with little resource. It is well aligned to the 'accelerate local placemaking and renewal' objective under the EGS.
5c	Identify and attend global events and explore opportunities to promote the CPCA AgriTech competencies and assets internationally.	0	3	No known activity underway or in pipeline aligned to recommendation. The recommendation is still considered relevant but not as high a priority as other recommendations. It is aligned to the 'accelerate business growth; objective and Finance and Governance capitals under the EGS.

5 Advanced Manufacturing

Strategy Development and Delivery

On behalf of the CPCA business Board, Hethel Innovation produced an evidence base and strategic overview of the Advanced Manufacturing and Materials sector in 2019 which called on key stakeholders to strengthen the local ecosystem in order to retain the region's competitive edge.

Metro Dynamics were subsequently commissioned in 2020 to convene a series of workshops to consider the Hethel Innovation report and work with sector stakeholders to develop a series of strategic recommendations which would support the growth of the advanced manufacturing sector over the long term whilst responding to shorter term issues such as Covid-19 recovery. The strategy was approved in April 2021.

An implementation or action plan has not been developed to support the realisation of the strategy. No group or persons has been given oversight or delivery responsibility for implementing the strategy.

Stakeholder Feedback

Stakeholders agree that the recommendations contained within the strategy remain relevant. Whilst some progress has been made in implementing the recommendations, this has generally not been to the scale or pace required.

The establishment of the Smart Manufacturing Alliance (SMA) – a joint venture between Opportunity Peterborough and the CPCA - is widely viewed as an important step in growing the sector. The SMA could also form a useful mechanism for effectively delivering on the strategy if engaged appropriately and given funding to act upon requirements where needed.

Stakeholders noted funding constraints as a barrier to implementing the strategy, however also highlighted that there are some recommendations, such as Recommendation 4 (the development of London Underground style map of funding, support and networks in Cambridgeshire and Peterborough), which should be fairly inexpensive to deliver.

Implementation Overview

Table 6 shows that the recommendations contained in the Advanced Manufacturing Strategy generally score strongly on strategic fit. There are number of recommendations where there is no known activity underway, which should be prioritised for action in the development of the implementation plan.

Table 6. Advanced Manufacturing Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 1	Support the CPCA's future opportunities roadmap work and draw on support from the new 'Make It Smart' programme. Join and engage with the Smart Manufacturing Alliance.	4	4	SMA has been engaged and is widely considered as an important mechanism for strategy implementation. No evidence of roadmap work development, yet stakeholders agree that this a relevant and value exercise. Recommendation well aligned to the Infrastructure and Finance and Governance capitals of the EGS.
Recommendation 2	Support the CPCA's manufacturing skills programmes and those of partner organisations. Work with schools and colleges to promote opportunities to learners and young people.	2	3	Cambridgeshire County Day resulted in successful engagement with learners. Events planned to mark National Manufacturing Day will also provide opportunities to speak to young people and learners about the sector. More activity is required to deliver the recommendation more fully, which would be supported by stronger links between SMA and CPCA skills team. Recommendation is aligned to the EGS better quality skills objective and People capital.
Recommendation 3	Publish a future opportunities roadmap which can be used with businesses to inform their future growth ambitions.	0	4	No known activity underway or in pipeline aligned to recommendation, however stakeholders note this as being much needed as a tool to supporting and growing the sector business base. Well aligned to the accelerate business growth objective of the EGS.
Recommendation 4	Produce a 'London Underground style' guide to Advanced Manufacturing and Materials sources of funding, support and networks for the region.	0	5	No known activity underway or in pipeline aligned to recommendation. Very strongly aligned to the EGS strategy, all stakeholders consulted think this will be extremely valuable asset which will contribute to all six capitals within CPCA's framework. Noted however that there is some duplication with recommendation 3.
Recommendation 5	Commission and implement the programme design for Cambridgeshire & Peterborough's 'Make It Smart' integrated business support package (implementation to take longer than next 12 months).	0	4	No known activity underway or in pipeline aligned to recommendation. Recommendation aligned to the EGS' business growth objective and People capital.
Recommendation 6	Produce a review and gap analysis of existing supply and demand for skills to inform where future provision should be targeted.	0	5	No known activity underway or in pipeline aligned to recommendation. Recommendation is noted as very relevant and an important foundation to other strategic objectives in the sector strategy. Aligned to the good quality jobs and better-quality skills objectives of the EGS.
Recommendation 7	Over the long term implement the findings of the skills review which might include activities such as: developing or enhancing skills infrastructure where needed, working with employers to create opportunities for young people, working with employers and training providers to raise awareness of employment opportunities.	0	4	No known activity underway or in pipeline aligned to recommendation as skills review yet to be conducted. Recommendation is very strongly aligned to the ambitions of the ESS and the EGS, notably the better-quality skills, good quality jobs and accelerate business growth objectives.
Recommendation 8	Continue to support the Smart Manufacturing Alliance to provide a comprehensive network of manufacturing businesses within CPCA.	3	4	CPCA representative sits on the board of SMA but stakeholders agree there is scope for more strategic support from the Combined Authority. SMA viewed as a positive networking asset by stakeholders. The recommendation is well aligned to the Infrastructure capital under the EGS.

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

6 Life Sciences

Strategy Development and Delivery

In 2020, CPCA commissioned JLL to produce a Life Sciences Strategy which focused on growing existing strengths in the sector. In the same period, Cambridge University Health Partner (CUHP) developed a shared set of ambitions for Cambridgeshire-based stakeholder to ensure the area remains a competitive destination for life sciences.

The CPCA and CUHP-led visions for the sector are highly complementary, both focusing on themes of Place, Networks, Talent and Finance as key cornerstones for supporting sector development. The notable difference between the two documents is the additional Data pillar in the CUHP vision, which centres on the responsible use of robust and reliable data to improve delivery of care, fuel discovery and drive innovation.

Due to the synergy between the CPCA and CUHP documents, CPCA provided funding to CUHP to progress the shared agenda for the region. Between January-March 2022, representatives from across the sector were brought together to identify, coordinate and progress a programme of specific initiatives. Starting with the 'place' theme, participating stakeholders jointly reviewed the recommendations and scored each suggested action as to the confidence that the initiative will address ecosystem needs and the likelihood of deliverability as a means of prioritising activity. As part of this process, stakeholders took on responsibility for delivering on different actions, based on which partner was best placed to respond to ecosystem needs.

This approach is being replicated for the Talent theme. To date, this has included a series of workshops to determine ecosystem skills needs and refine the recommendations made in the CUHP and CPCA visions. Partners are currently seeking feedback on these recommendations before prioritising and agreeing which stakeholders will be responsible for delivery.

Stakeholder Feedback

Stakeholders commended the quality and insight of the CUHP strategy and consider the recommendations highly relevant. It was noted, however, that since its approval in 2021, the document has not been sufficiently promoted and it has been perceived as being buried under other strategic activity underway in the region.

The approach to implementation modelled by CUHP has been widely praised. Stakeholders from across CPCA's priority sectors agree that it should be replicated to ensure the delivery of the AgriTech, Digital and Advanced Manufacturing strategies.

Implementation Overview

The CPCA Life Sciences Sector Strategy is strongly aligned to wider Combined Authority policy. The delegation of implementation to CUHP has resulted in some strong examples of delivery, however the process outlined above must be applied to all recommendations in order to realise strategic ambitions. The implementation progress of the CPCA strategy is shown in Table 7. The results of the CUHP and partner scoring exercise to develop and delegate initiatives under the CUHP strategy are shown in Tables 8 – 11.

Table 7. Life Sciences Sector Strategy Implementation Overview

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

Table 8. CUHP Strategic Implementation – Place Theme Priority Area 1

1. Priority developments to support different types of research and collaboration							
	Recommendations	Time horizon	Projects in pipeline	Ecosystem leads	Ecosystem RAG status		
					Confidence that initiatives will address ecosystem need	Likelihood of delivery (e.g. availability of funding, etc.)	Matrix result
i	Improve virtual opportunities for networking across the cluster	Short-term 1-2 years	Connect: Health Tech Mayor’s joint Transport and Digital Strategy	Milner Therapeutics Institute CPCA	2	3	6
ii	Improve physical opportunities for networking; create co-located collaboration space and amenities provision	Short-term 1-2 years	CBC enlivenment programme Amenities via 1000 Discovery Drive and AZ R&D Centre CBC collaboration hub	CBC Ltd Cambridge Medipark Ltd / AstraZeneca CBC Ltd / Cambridge Medipark Ltd	2	3	6
		Medium-term 3-5 years	Shared amenity hubs at West Cambridge	University of Cambridge	2	3	6
iii	Future-proof laboratory research facilities, including additional disease-focused institutes	Short-term 1-2 years	Cambridge Heart and Lung Research Institute Location of Altos Labs (anti-ageing) within Cambridge Opening of ARU: Peterborough, including Manufacturing and Materials R&D Centre Community care research institute	Royal Papworth / University of Cambridge CUHP and cluster partners Anglia Ruskin University CPFT, Anglia Ruskin University	2	3	6
		Medium-term 3-5 years	New Radiochemistry Lab (Forvie site) CBC Plot 9 (TBC) Research institutes within CC and CCRH Research institute focused on molecular biology of the brain	University of Cambridge University of Cambridge University of Cambridge MRC LMB	2	2	4
		Long-term 5+ years	West Cambridge innovation district Redevelopment of Forvie site Redevelopment of Island site Co-location of Anglia Ruskin life sciences activity on expanded CBC	University of Cambridge University of Cambridge University of Cambridge Anglia Ruskin University / CBC Ltd	2	2	4
							5.3

Table 9. CUHP Strategic Implementation – Place Theme Priority Area 2

2. Flexible space to accommodate business needs at different stages							
	Prioritised recommendations	Time horizon	Projects in pipeline	Ecosystem leads	Ecosystem RAG status		
					Confidence that initiatives will address ecosystem need	Likelihood of delivery (e.g. availability of funding, etc.)	Matrix result
i	Initiate cluster forum to bring together science park and campus leadership	Short-term 1-2 years	Proposal sponsored by CPCA - first year chaired by Derek Jones, Babraham Research Campus	Babraham Research Campus / CUHP / CPCA	3	3	9
ii	Undertake a detailed space planning exercise to inform future planning provision; survey available brownfield sites and empty buildings to repurpose space	Short-term 1-2 years	Interest from multiple stakeholders including S Cambs and Cambridge County Council	Proposed governance / involvement through cluster forum (d)	2	2	4
iii	Develop evidence on community benefits of life science development, working with communities themselves	Short-term 1-2 years	'From co-location to integration'; potential commission re inward investment / link to Cambridge&	Proposed governance / involvement through cluster forum (d)	2	2	4
iv	Increase number and support for start-up space (including incubators, accelerators and prototyping space)	Short-term 1-2 years	1000 Discovery Drive, CBC Proprietary AZ incubator, CBC St John's Innovation Centre, expansion 40,000 sq ft new building, Babraham Bid to BEIS/OLS for medtech manufacturing hub	Cambridge Medipark Ltd AstraZeneca St John's College Babraham Research Campus Eastern AHSN	2	3	6
		Medium-term 3-5 years	Growth Hubs and Innovation Space, West Cambridge Early Detection Institute (CCRH) Data/tech sandpit space within WGC expansion	University of Cambridge CUH / University of Cambridge Wellcome Trust / Urban & Civic	2	2	4
v	Enable strong development pipeline for grow-on space; initiate regular life sciences forum with planning authorities to support development dialogue	Short-term 1-2 years	Early interest from CPCA in setting up planning forum	Proposed governance / involvement through cluster forum (d); Greater Cambridge Shared Planning	2	2	4
		Long-term 5+ years	Babraham Vision WGC planning application Granta Park expansion Cambridge International Technology Park West Cambridge innovation district CBC Vision 2050	Babraham Research Campus Wellcome Trust / Urban & Civic Blackstone / BioMed Realty Blackstone / BioMed Realty University of Cambridge CBC Ltd	2	2	4
vi	Develop co-working locations in market towns to revitalise urban centres and accommodate life sciences growth	Short-term 1-2 years	Market Towns Programme	CPCA	2	2	4
							4.9

Table 10. CUHP Strategic Implementation – Place Theme Priority Area 3

3. Fit-for-the-future healthcare facilities which support research and innovative models of care							
	Recommendations	Time horizon	Projects in pipeline	Ecosystem leads	Ecosystem RAG status		
					Confidence that initiatives will address ecosystem need	Likelihood of delivery (e.g. availability of funding, etc.)	Matrix result
i	Explore new models of public and private sector collaboration to future-proof NHS infrastructure	Short-term 1-2 years	Strategic partnership with Illumina; co-location of GLH and histopathology Intraoperative MRI suite with private sector	CUH CUH / University of Cambridge	2	2	4
ii	Future-proof trial infrastructure; increase provision and accessibility of clinical trial facilities across the region	Short-term 1-2 years	Cardiorespiratory CRF within HLRI Human Challenge Facility (CBC) / additional experimental medicine capacity	Royal Papworth, University of Cambridge University of Cambridge / CUH	2	3	6
		Medium-term 3-5 years	Location of new CRFs within community care hubs	C&P ICS	2	2	4
iii	Deliver fit-for-the-future healthcare facilities which support new models of care	Medium-term 3-5 years	Redevelopment of Hinchingsbrooke Hospital Cambridge Children's Cambridge Cancer Research Hospital Community care diagnostics hubs (e.g. Princess of Wales Community Hospital, Ely)	NWAFT CUH / University of Cambridge CUH / University of Cambridge C&P ICS	3	2	6
		Long-term 5+ years	Addenbrooke's 3 Relocation of CPFT mental health services to expanded CBC	CUH; University of Cambridge CPFT	3	1	3
							4.6

Table 11. CUHP Strategic Implementation – Place Theme Priority Area 4

4. Infrastructure to support productive and liveable communities							
	Recommendations	Time horizon	Projects in pipeline	Ecosystem leads	Ecosystem RAG status		
					Confidence that initiatives will address ecosystem need	Likelihood of delivery (e.g. availability of funding, etc.)	Matrix result
i	Promote access to affordable housing for employees in close proximity to business	Long-term 5+ years	WGC expansion including 1,500 homes for campus employees Sufficient new developments, e.g. Northstowe, Waterbeach, etc.	Wellcome Trust / Urban & Civic Greater Cambridge Shared Planning / Cambridge Ahead (evidence base, data, etc.)	1	2	2
ii	Ensure sustainable provision of energy, water, digital infrastructure for growth	Long-term 5+ years	The Future Fenland Project Future-proofing energy supply - e.g. project to deliver two new substations Further extension of Granta Backbone Network	Water Resources East GCP Environment workstream / Cambridge Ahead (evidence base, data, etc.) University of Cambridge	2	2	4
iii	Support development of sustainable transport links; make campus to campus travel easier across cluster to support collaboration and commutability	Short-term 1-2 years	Transport solutions from travel hubs, e.g. rail stations, to science parks and research campuses, (e.g. autonomous vehicles, electric scooters, etc.) Campus to campus shuttle service	GCP, CPCA	1	2	2
		Long-term 5+ years	Greenways Cambridge South Station integrated with other transport modalities New Park & Ride sites, e.g. between Granta Park and Babraham, and off the M11 to support CBC Cambridge South East Transport scheme – potential to extend to Wellcome Genome Campus Delivery and electrification of East West Rail	GCP, CPCA Cambridge Ahead (evidence base, data, etc.)	2	2	4
iv	Support sustainability for both new and refurbished life sciences developments	Medium-term 3-5 years	Individual parks / campus and organisational strategies Targeted grants Potential to link in with BEIS mini clusters scheme	CPCA / GCP Greater South East Energy Hub / life science forum (d)	1	2	2
v	Offer bespoke support to life sciences and supply chain companies to scale within the region	Medium-term 3-5 years	Cambridge Science Park - new mid-tech site Inward investment agencies	Trinity College CPCA / GrowthWorks / Cambridge&	2	2	4
							3.0

Appendix - CPCA Strategic Objectives

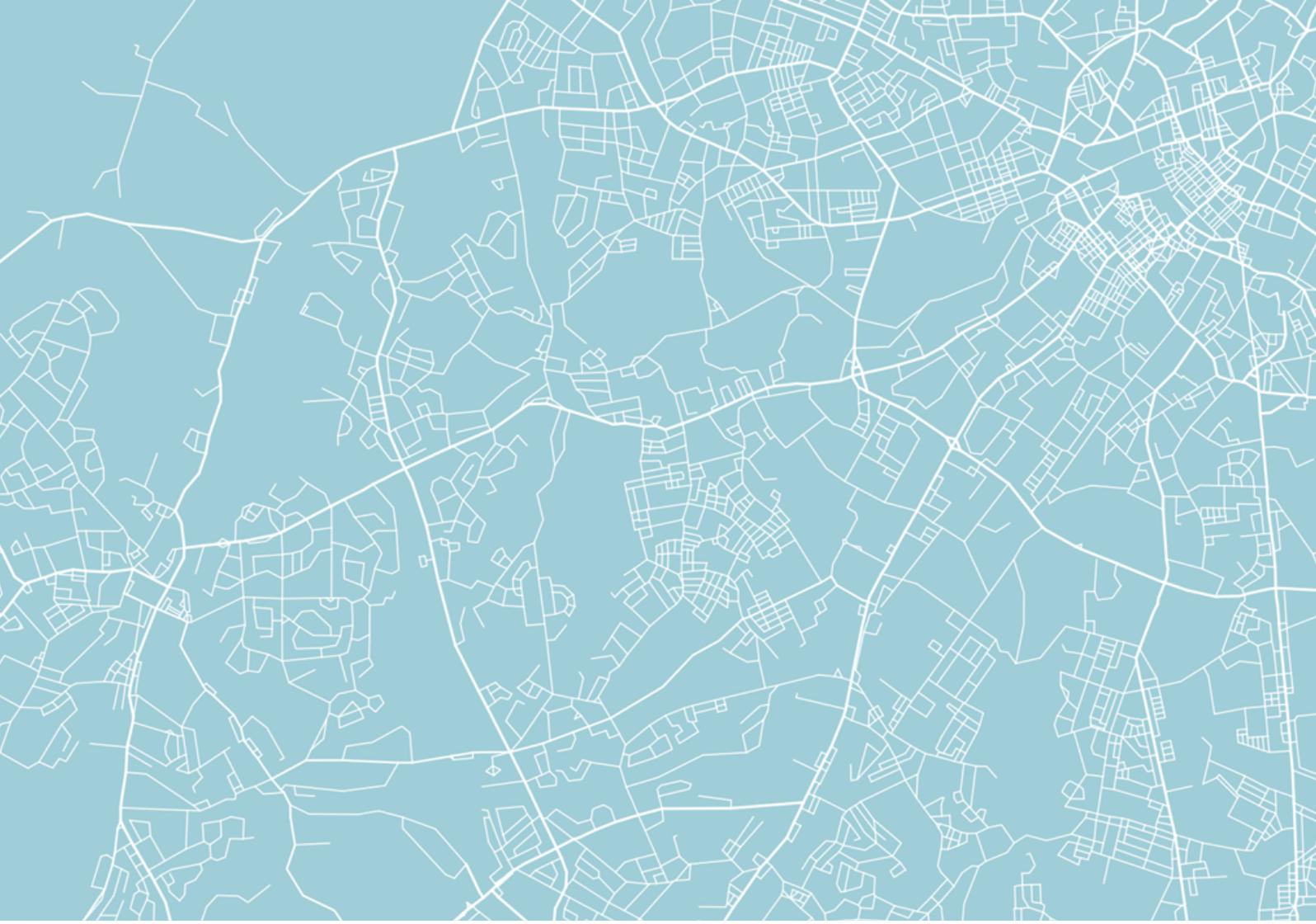
Table 12. EGS Objectives



Source: Cambridgeshire and Peterborough Economic Growth Strategy (2022)

Table 13. ESS Short-term Priorities

<p>Pre-work learning and formal education</p> 	<ul style="list-style-type: none"> • Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance • Widening education access and participation to make education more inclusive and the student body (and future workforce) more diverse • Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations • Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building
<p>Employer access to talent</p> 	<ul style="list-style-type: none"> • Supporting covid recovery, growth and net zero transition by developing priority skills and responding to acute issues • Driving up and sustaining employers' engagement with provision • Embedding modern work practices and conditions and improving job quality
<p>Life-wide and lifelong learning</p> 	<ul style="list-style-type: none"> • Improving access to careers information, advice and guidance at any age • Providing support to upskill and reskill in response to economic restructuring (e.g. following covid-19, Brexit, digitisation, as net zero transition intensifies) • Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g. short courses/online/blended learning). • Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders
<p>Support into and between work</p> 	<ul style="list-style-type: none"> • Supporting unemployed and NEETs into training and employment • Providing support for disadvantaged groups to access the labour market • Targeting support for Covid-19 recovery and transitions for displaced workers



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