

C&P Economic Growth Strategy Implementation Plan

Cambridgeshire and Peterborough Combined Authority

March 2023

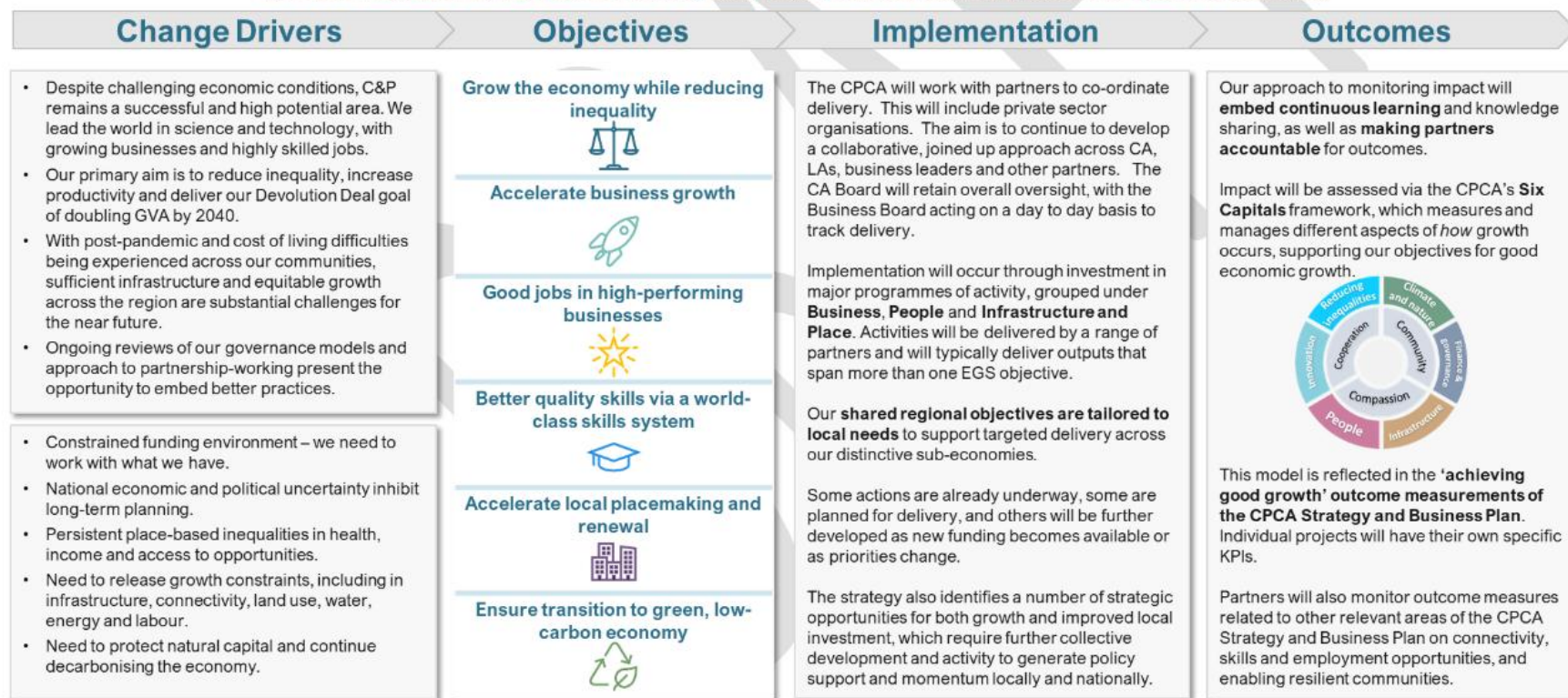
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Cambridgeshire and Peterborough Economic Growth Strategy Implementation Plan

This Implementation Plan sets out the main actions that CPCA and other partners have currently planned to contribute towards the longer term vision and objectives set out in the C&P Economic Growth Strategy. It is not an exhaustive list of everything that needs to be done to deliver the region's economic goals. The approach that partners have agreed builds on that taken to Covid recovery – being clear what the evidence says about the local economic challenges and opportunities, identifying delivery that needs to be planned or started now, being clear where longer term policy work will be needed to refresh priorities and then maintaining the flex needed to reflect national and global economic and political uncertainty. Actions and priorities will therefore change over time. This approach is summarised below:

Figure 1. Drivers of change to outcomes

Cambridgeshire and Peterborough is the place where unique business, natural and research assets tackle world problems whilst creating **good jobs and healthy lives for all our residents in all our places**. We are globally leading and competitive, and also more equal and sustainable.



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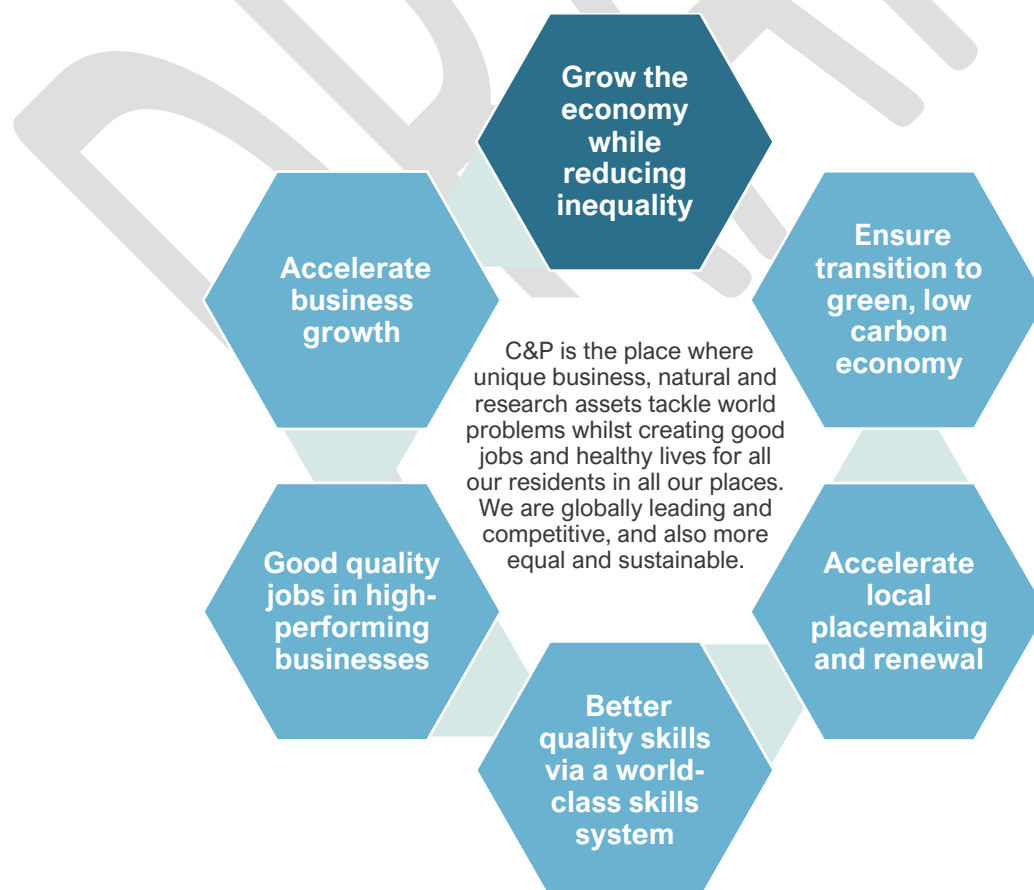
Introduction

Vision and objectives of the Economic Growth Strategy

In May 2022 the Cambridgeshire and Peterborough Combined Authority (CPCA) published the agreed Cambridgeshire and Peterborough Economic Growth Strategy (EGS), the region's plan to support inclusive economic growth. The Strategy was developed in collaboration between the six Local Authorities, Combined Authority, business groups and a range other local stakeholders. It reflects the different opportunities and challenges that occur across Cambridgeshire and Peterborough. The EGS is designed to set out priorities for funding and actions that emerged from the immediate post Covid period. The strategy comes at a time of deep uncertainty in both the economy and national political and funding environment. The strategy therefore includes the requirement for significant further policy and evidence work, to ensure that partners continue to strengthen their work together to review priorities and ensure actions and investment remains relevant and high impact as conditions change.

In May 2022 the CPCA Board agreed that the goal for the EGS would be to use our world-class strengths and assets to reduce inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity and delivering on the Devolution Deal goal of doubling GVA by 2040, delivering the output to create the jobs and higher wages needed to do so. This is shown in the figure below:

Figure 2. Vision and objectives of the Economic Growth Strategy



Purpose of the Implementation Plan

This Implementation Plan sets out the things that the CPCA and its partners plan to do to in order to work towards achieving the vision and objectives of the EGS. Partners across Cambridgeshire and Peterborough have contributed to its development to create a shared understanding of what is to be delivered, how, when and by whom. Alongside the political, funding and economic uncertainty described above, the Implementation Plan is also being developed against the backdrop of the CPCAs own independent improvement process and significant change. The implementation plan is therefore designed to both be clear about those interventions which are funded and agreed now and also to signpost to where significant further policy work is required by partners to make progress on longer-term strategic opportunities. It is a live document, designed to provide a practical road map for realistic and achievable delivery in the short term, recognising that priorities will change. It does the following:

- Outlines the governance approach for the strategy, including responsibilities, relationships, and reporting mechanisms;
- Sets out delivery vehicles and funding routes where they have been agreed;
- Maps interventions already in motion and identifies where additional policy work is needed;
- Provides an overview of the monitoring approach and measures of success, and
- Identifies the need for improved collaborative/systems working and further policy work

Defined Projects and Strategic Priorities

It is clear that the investment amounts and actions set out in the EGS and this plan will not, in themselves, be enough to deliver the objectives around growth and inequality that are shared by the CA and its partners. The purpose of the Implementation Plan is to map out the major current and planned actions occurring across Cambridgeshire and Peterborough which contribute to economic growth, and to set up the work needed to ensure our region is well-positioned to capitalise on major transformational opportunities over the longer term. The CA and its partners are committed to a review of the local economy during 2023, which will be an important opportunity to review the ongoing impact of Brexit, Covid and wider global economic changes on the objectives and priorities set after the CPIER in 2018, including those in the EGS.

Funding

The EGS focuses on those actions that Cambridgeshire and Peterborough partners can deliver largely using existing funding. It is not designed to make the case for Government for existing funding. That is a separate and necessary part of any further devolution and funding discussion with Government. The Implementation Plan therefore contains a range of activities which are already underway or planned for delivery and are part of existing plans to support economic growth. For example, the Implementation Plan includes projects funded through the UK Shared Prosperity Fund as they are core to Cambridgeshire and Peterborough's economic development work. Projects that have secured Levelling Up funding are also included. Oversight of delivery of these projects and the extent to which they are contributing to the goals set by Cambridgeshire and Peterborough's partners will

also be an important element of joint working between partners, to ensure scale of delivery, integrated outcomes and using strategic commissioning where appropriate.

Contents of this document

The remainder of this document is split into five sections:

- **Strategic delivery context**, including the relationship of the EGS Implementation Plan to other ongoing activities across the region;
- **How the EGS will be delivered**, which defines the roles and responsibilities of different partners and the arrangements to ensure effective governance of implementation;
- **Interventions**, which lists the activities (current and planned) partners are taken to implement the EGS, including identifying a number of potential longer-term opportunities for further exploration;
- **Monitoring Progress**, which defines our approach to monitoring and evaluation, the progress measures we will use, and our reporting arrangements;
- **Next steps**, which sets out the immediate steps for partners to take to begin implementation.

Strategic context for delivery

Economic context

Cambridgeshire and Peterborough is one of the UK's most successful regions. Greater Cambridge is a jewel in the crown of the UK economy with a host of globally significant research and development assets, while Peterborough is one of the UK's fastest growing cities, thanks in part to its strategic position for logistics and its young population. The Fens contains much of the UK's highest-quality agricultural land and is vital to national food security, and also has clusters of fast growing and innovative manufacturing firms.

Although Cambridgeshire and Peterborough weathered the Covid-19 pandemic well and had returned to a growth trajectory, the EGS was intentionally prepared to take account of further subsequent deteriorations in economic conditions and an uncertain national and global outlook for 2023. The strategy reflects the views of political and business leaders that the region should prioritise inclusive growth, health and wellbeing and protecting the environment as core outcomes from a strategy for economic growth.

The actions in the EGS are a core part of our effort to leverage our region's world-class assets, skilled workforce, major companies and specialised, knowledge-intensive sectors to achieve our objectives. The EGS is based on the principle that economic growth is fundamentally important, because without growth Cambridgeshire and Peterborough will lack the necessary resources to tackle inequality and protect natural capital.

Figure 3. The three interconnected sub-economies of C&P



Greater Peterborough, Greater Cambridge and The Fens are three distinct but overlapping and interconnected economies. Each has very different strengths, opportunities and challenges and the activities required to support inclusive economic growth in each area are

often different. Stronger links between our sub-economies are developing, for instance growth in advanced manufacturing clusters in Huntingdonshire and East Cambridgeshire linked to knowledge intensive clusters around the city of Cambridge. The EGS Implementation Plan contains a range of activities – some region-wide and some place-specific – which take into account the varying needs of our places and are tailored to local priorities as well as the increasing economic relationships between the three sub-economies.

Changes since the EGS was published

The EGS was published in May 2022. This Implementation Plan is published in March 2023. This gap reflects the significant development work that has been needed on projects since May 2022 to reflect the rapid onset of a cost of living crisis over the summer of 2022, further political change nationally and subsequent delay to Government funding announcements, including on SPF. The national and regional economy is in a very different place now than it was even one year ago, and the medium-term future remains highly uncertain. Important developments at the local level are set out below.

CPCA is currently implementing recommendations from a recent **governance review** and an improvement plan and independent improvement panel is in place. This Implementation Plan will continue to evolve to take account of that work and the recently agreed **CPCA Strategy and Business Plan** for 2023 – 2025, which sets out a more focused strategic ambition and defined priority areas for the CPCA, building on the original 2017 devolution deal. Its vision is for *“A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths we seek inclusive good growth for an equitable, resilient, healthier and connected region.”*

It is built around four **strategic priorities to 2025**, under which specific strategies, plans and programmes sit:

- Achieving good growth
- Increasing connectivity
- Ambitious skills and employment opportunities
- Enabling resilient communities

The actions in the EGS make a contribution to all these themes, with a particular focus on ‘Achieving good growth’. The progress measures and approach to monitoring and evaluation in the EGS aligns with the CPCA Strategy and Business Plan.

Other C&P strategies and activities

The EGS is complemented by a range of other strategies and plans with related objectives for Cambridgeshire and Peterborough and places within it. Many actions which support inclusive economic growth are set out in detail in other strategies, such as the **C&P Employment and Skills Strategy**, the **C&P Local Transport and Connectivity Plan**, the **C&P Climate Action Plan**, **priority sector strategies**, and **local actions** on inequalities (such as the Cambridge Anti-Poverty Strategy), active travel, the environment and enterprise. In this sense the EGS is the ‘golden thread’ which ties other strategies together, positioning thriving businesses at the heart of good growth for Cambridgeshire and Peterborough. The EGS Implementation Plan focuses specifically on projects linked to

economic growth, and does not try to incorporate all activities occurring across the region contained in other plans.

Later in 2023 there are plans for a comprehensive **review of the state of the Cambridgeshire and Peterborough economy**, similar to the Cambridgeshire and Peterborough Independent Economic Review (CPIER) which was published in 2018. The EGS will feed into this forthcoming review, both as a source of evidence and as a statement of the vision and objectives partners have for the region's economy as a region which embraces innovation, seeks opportunities and is positioned for future desired devolution. In the context of this forthcoming review the EGS Implementation Plan is intentionally flexible, containing a range of short-term measures which we know require implementation and can typically be delivered within existing budgets, and a number of longer-term transformational opportunities which should be explored as part of the State of the Region review.

How the EGS will be delivered

Governance and Accountability

Implementing the EGS must be a shared endeavour. Overall oversight of delivery will be maintained by the CPCA Board on behalf of all partners, advised by Business Board who will take an overview of implementation on a day to day basis on behalf of the CA Board. The CA will enable coordination and build the capacity for improved systems working across the region, including working with the private sector. The CA will also coordinate regular reporting of delivery progress and progress against the Plan's intended outcomes on behalf of all partners. Implementation of individual projects will fall to lead organisations, including the CPCA, Local Authorities, other anchor institutions and business groups. Some activities will be delivered region-wide while others are place-specific. While partners may lead individual actions, all must work together to deliver the overall programme and manage competing priorities.

Business Board

PLACEHOLDER - WILL NEED TO BE CHANGED TO UPDATE POSITION AFTER MARCH CA BOARD. As of early February 2023 governance arrangements relevant to the EGS Implementation Plan are being further developed separately, including through the ongoing CA Improvement Plan process.

Subject to agreement and discussion by the CA Board, overall responsibility for Cambridgeshire and Peterborough's economic priorities and strategy will sit, as now, with the CA Board. On a day to day basis, the Business Board will take responsibility on behalf of the CA Board for driving delivery, monitoring progress and supporting wider engagement with businesses.

To facilitate this, we envisage individual Business Board members taking on responsibility for contributing to delivery of particular parts of the plan, reflecting their expertise and experience. This work is likely to focus on two elements of delivery. First, taking a "champion" role in helping to convene work in priority sectors to push forward the sector strategies which have been agreed. This role could involve bringing together industry partners, connecting up various committees and working groups, and advocating for the system and policy changes necessary to enable the sector strategies to be delivered. Second, individual Business Board members could be nominated to attend other formal CA committees (e.g. the CA Skills Committee) in order to provide advice from a business perspective and to act as a link with the Business Board on those issues relating to the EGS that are of interest to both groups. This is important as delivery of specific EGS elements (e.g. skills and employment) will be led by the relevant committee.

Partnership working

Close partnership working will be fundamental to delivering economic development activities across Cambridgeshire and Peterborough. Organisations involved in delivery – primarily the CPCA and Local Authorities – need stronger mechanisms to meet regularly to review

programme-level progress, remove barriers, collaborate at a strategic policy level and to share information with each other. The following are being considered:

- **Economic Development Leads meeting:** A new regular meeting of economic development leads / officers from the CA and constituent Local Authorities to shape the overall programme of economic development work occurring, including to monitor implementation of the programme, unblock issues in a collaborative way, work together on cross area opportunities and ambitions and to support closer partnership working.
- **Regular economic strategy discussion at the relevant Directors Group meeting:** A new, regular meeting of place directors across the Cambridgeshire and Peterborough region with a remit to focus on housing, transport, infrastructure and strategic planning. The Economic Development Leads group should work alongside this group, in recognition that economic development is a very broad area in its own right.
- **Priority sector reference groups:** Reference groups for our priority sectors (Life Sciences, Advanced Manufacturing, Digital and AI, Agri-Tech) currently exist but need to be reviewed and further empowered in order to support implementation of the priority sector strategies. More action is needed within existing sectors – Life Sciences shows what can work well. The proposed Business Board champions should either Chair or be important links for these groups depending on what was most appropriate for each sector.

The Implementation Plan is particularly focused on the steps that local government partners across Cambridgeshire and Peterborough will take, however in reality many other partners will be involved in delivery in various ways, particularly private sector organisations, universities and other institutions. This Implementation Plan does not seek to map out who all these associated partners are or their roles, but it is important to note that close partnership working is of fundamental importance to the successful implementation of the EGS and to inclusive economic development across the region in general. The CPCA and Local Authorities have an important role to play in convening other partners, supporting them to work together on shared ambitions, and facilitating their involvement in the delivery of the EGS. This is why strengthening the mechanisms that support collaboration is so important to delivery.

Roles

The table below provides an overview of the role and functions of key partners involved, setting out those who are *responsible* (R), *accountable* (A), *consulted* (C) and *informed* (I) as part of delivery (definitions at end of table).

Table 1. Roles of key delivery partners for the EGS Implementation Plan

Partner	Roles	R	A	C	I
CPCA Board	Accountable for the strategic direction of inclusive economic growth for C&P, including for successful delivery of the EGS Implementation Plan.	✓	✓		
CPCA Business Board	Key strategic business voice / advisory body to the CPCA Board with a specific remit to advise on decisions taken by the CPCA Board relevant to the	✓		✓	✓

	EGS. A significant role in championing the priority sector strategies.				
Local Authority Chief Executives / Place Leaders	Accountable for delivery of some projects at local levels. Regularly consulted and informed on programme delivery.		✓	✓	✓
CPCA economic development officers	Responsible for managing delivery of the EGS Implementation Plan, including by convening partners and through programme management. This includes facilitating CPCA Board approval processes.	✓			
Local Authority economic development officers	Responsible for delivery of some projects at local levels. Convene regularly to review programme-level progress and delivery via the Economic Development Leaders meeting (alongside CPCA officers).	✓		✓	✓
Place Directors Group	Regular meeting of Place Directors with a remit to focus on housing, transport and infrastructure and strategic planning, feeding into economic development activities.	✓		✓	✓
CPCA Committees (e.g. Skills; Transport and Infrastructure)	Other CA Committees are accountable for delivery of related activities carried out in other strategies (e.g. the C&P Employment and Skills Strategy). Regularly informed of EGS implementation progress.				✓
Business Advisory Panel	Advisory panel from across C&P. Regularly consulted and informed on the progress of EGS implementation.			✓	✓
Growth Works	Business support delivery organisation for C&P, responsible for delivery of some enterprise support projects. Contract to be reviewed in 2023.	✓			✓
Greater Cambridge Partnership	Responsible for delivery of a range of projects, including for transport.	✓		✓	✓
Priority Sector Reference Groups (e.g. Digital, Life Sciences)	Responsible (alongside the Business Board) for implementing specific activities in the Priority Sector strategies. Consulted and informed on progress of priority sector strategy implementation and the wider factors (e.g. skills, infrastructure) which feed into achieving this but are the responsibility of other partners.	✓		✓	✓
C&P businesses	Local businesses are consulted and informed on the progress of EGS implementation.			✓	✓

R - Responsible: persons/group charged with delivering an activity

A - Accountable: persons/group accountable for the delivery of strategic activity

C - Consulted: persons/group which provides feedback and contributes to a decision or activity




I - Informed: persons/group which should be kept informed of activity milestones and key decisions

Interventions

We will deliver the objectives and priorities of the EGS through investment in major programmes of activity. Broadly, this strategy groups these programmes under three headings depending on the main target: **Business, People, and Infrastructure & Place**. Some actions are already underway, and others will be further developed as new funding becomes available or as priorities change. Interventions are set out in tables on the following pages. The CPCA will maintain an additional live register of all projects which includes additional detail, including on funding, intended outputs and outcomes, related strategies, dependencies and timescales for delivery.

We have provided an indicative ‘deliverability’ assessment of the activities included in the Implementation Plan. The key for this assessment is set out below. The assessment is current to the time of the Implementation Plan’s publication. CPCA and partners will retain a live assessment of project delivery.

Figure 4. Key for the ‘Deliverability’ status of projects in Interventions tables

			
Scope <i>Shared understanding of what is to be delivered, why, how, and by whom</i>	<i>Scope (including delivery plan) defined and supported for delivery, e.g. through a published, endorsed Business Case</i>	<i>Scope defined but additional work is required; e.g. preparing a Business Case with a delivery plan</i>	<i>Scope still being defined, e.g. through an early stage Business Case / stakeholder workshops</i>
Funding <i>Sources of sufficient capital and revenue funding</i>	<i>Sufficient funding available and secured to support delivery</i>	<i>Funding route(s) identified; funding yet to be secured</i>	<i>No current clear funding route</i>
Capacity <i>The ability of partners to deliver the project using existing available resources and systems</i>	<i>Project can be delivered using existing capacity</i>	<i>Additional capacity likely required to deliver the project</i>	<i>Significant capacity constraints impede delivery</i>
Dependencies <i>Contingent factors which may affect or impede project delivery (excluding access to funding)</i>	<i>No known dependencies which would impede delivery</i>	<i>Dependencies exist, but they can be managed / resolved</i>	<i>Significant dependencies / constraints to resolve prior to delivery</i>

We have also provided a key indicating the strategic alignment of the interventions to the objectives of the EGS, as set out below. Projects align with multiple objectives.

Figure 5. Key for the ‘Strategic Alignment’ of projects to the EGS objectives























Grow the economy while reducing inequalities	Accelerate business growth	Good quality jobs in high-performing businesses	Better quality skills via a world-class skills system	Accelerate local placemaking and renewal	Ensure transition to green, low-carbon economy
					











Business interventions




























Interventions focused on business will support a range of intended outcomes, including additional commercial space, support for enterprises to grow and innovate, sector-specific activities and place-based interventions to promote the visitor economy and vibrant retail offerings. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.



























Deliverability ratings are indicative, as are delivery timescales and next steps. Partners will prepare specific delivery plans for activities. Inclusion in the Implementation Plan does not on its own confirm that a project will be delivered.
































Figure 6. Business Interventions






















#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
<i>Supporting Enterprises to Grow</i>							
1	UK Shared Prosperity Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting business.	C&P-wide	CPCA, Local Authorities	Scope  Funding  Capacity  Dependencies 	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	   
2	UK Rural England Prosperity Fund Implementation Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts	East Cambs, Fenland, Huntingdonshire, South Cambs	CPCA, Local Authorities	Scope  Funding  Capacity  Dependencies 	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Rural England Prosperity Fund	   
3	CPCA Local Growth Fund Programme (recycled funds) Deliver the package of capital projects funded through the LGF which help overcome strategic barriers to growth across C&P.	C&P-wide	CPCA	Delivery underway	Underway		     

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
4	Business Equity Investment Fund Establish a £10m fund to provide flexible business finance to support sustainable and inclusive growth in firms, particularly focused on SMEs. The fund includes a £2.3m component for investment in social enterprises and the third sector.	C&P-wide	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 
5	Business Growth Services Enterprise support services currently provided by Growth Works, including growth coaching, an inward investment service, a skills brokerage service, a capital growth investment fund for SMEs and the Growth Hub. Programme to be reviewed in 2023.	C&P-wide	CPCA, Growth Works	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year	CPCA and LA's to scope out business support provision requirements post-Growth Works contract	 
6	Securing an Investment Zone for C&P Working with central government to secure at least one Investment Zone in C&P, a dedicated geographic area with specific tax and regulatory rules intended to drive economic growth.	TBC (multiple potential locations)	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year	Await and review revised investment criteria for national Investment Zones policy	 
7	Cambridge BID Activity Support the ongoing activities of Cambridge Business Improvement District – a business led organisation 'Creating a world-class experience for all who visit, live and work in Cambridge, a global city.'	Cambridge	Cambridge BID	Delivery underway	Underway		 
8	Business Incentives for Alconbury Enterprise Zone	Huntingdonshire	HDC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
	Package of financial, skills, training and marketing incentives to attract businesses to Alconbury Enterprise Zone						
9	Peterborough BID Activity Support the ongoing activities of Peterborough Business Improvement District – a business led organisation delivering services to local businesses.	Peterborough	PCC	Delivery underway	Programme runs until 2027		  
10	Opportunity Peterborough Bondholder Network Long-running network for Peterborough-based businesses to support collaboration and growth	Peterborough	PCC	Delivery underway	Underway		  
11	Prop Tech Fund A digital platform to engage with business and promote Northstowe Enterprise Zone as a commercially welcoming place in which to launch and scale businesses.	Northstowe, SC	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		 
12	Business Incentives for Cambridge Enterprise Zones Package of financial, skills, training and marketing incentives to attract businesses to South Cambridgeshire's 3 CPCA Cambridge Compass Enterprise Sites: Cambridge Research Park, Cambourne Business Park and the Phase 1 Employment area at Northstowe.	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		   
<i>Support for C&P Priority Sectors</i>							
13	Digital Sector Strategy Implementation A programme of activities contained within the C&P Digital Sector Strategy to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	  

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
14	Advanced Manufacturing and Materials Strategy Implementation A programme of activities contained within the C&P Advanced Manufacturing and Materials Strategy to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation. Clarity required on future of Smart Manufacturing Alliance and its role as a potential delivery vehicle.	  
15	Life Sciences Strategy Implementation A programme of activities contained within the C&P Life Sciences Strategy to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	 
16	Agri-Tech Strategy Action Plan Implementation A programme of activities contained within the C&P Agri-Tech Strategy Action Plan to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	  
17	Smart Manufacturing Alliance JV between Opportunity Peterborough and CPCA designed to support the manufacturing sector across Cambridgeshire and Peterborough with a focus on productivity, innovation, and sustainability.	C&P-wide	Opportunity Peterborough, CPCA	Delivery underway	Underway		  
18	ACMI 4.0 ERDF-backed project to support manufacturing companies to understand and leverage Industry 4.0 technologies	C&P-wide	PCC	Delivery underway	Underway		  

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
	<i>New / Additional Commercial Space (subject to further additions)</i>						
19	Allia Future Business and Guildhall Partner with Allia to return ground floor of the Guildhall via meanwhile use lease to business and community uses and support city centre recovery and growth of the social impact sector	Cambridge	Cambridge CC, Allia	Delivery underway	Underway		  
20	E-Space North and Cycle Links Business incubator space on flexible terms for small local businesses, combined with active travel links to connect communities to the site.	Littleport, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 2 years	New funding routes required as submission to 2022 Levelling Up Fund did not succeed.	 
21	Spencer Mill Convert part of site into business space. Future phases would see collaboration with an FE college to develop this into an adult education site.	Soham, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 2 years		 
22	Future Business Parks Expansion of existing med-tech site in Fordham to provide additional flexible business space.	Fordham, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		 
23	Ely Commercial Site Develop a large, multi-modal industrial site with good access (including train), suitable for businesses with major logistics.	Ely, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		 
24	Huntingdonshire co-working / incubation facility Provision of dedicated entrepreneurial space for start-ups and business incubation on flexible terms	Huntingdonshire	HDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		 









#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
25	Medical device and technology rapid prototyping facility Creation of new facility to support SMEs producing devices and diagnostics to ISO13485 standards within UK, reducing costs and on-shoring activity	Alconbury Enterprise Zone, Huntingdonshire	HDC, CPCA	Scope  Funding  Capacity  Dependencies 	Within 2 years		  
26	Wintringham Park Provision of mixed use commercial space to support business growth in St Neots.	St Neots, Huntingdonshire	HDC, U&C	Scope  Funding  Capacity  Dependencies 	Phased over next 7 years		  
27	South Cambridgeshire Hall Conversion Convert ground floor of South Cambridgeshire Hall into a multifunctional workspace for small local businesses	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		  



































People interventions






Interventions focused on people will support a range of intended outcomes, including reducing inequalities, improving health and wellbeing, and supporting skills and employment. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans. Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.















Deliverability ratings are indicative, as are delivery timescales and next steps. Partners will prepare specific delivery plans for activities. Inclusion in the Implementation Plan does not on its own confirm that delivery will occur.

Figure 7. People Interventions

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	<i>Employment and Skills</i>						
1	C&P Employment and Skills Strategy Implementation Implement the activities and recommendations of the C&P Employment and Skills Strategy Implementation Plan, which includes delivery of the devolved Adult Education Budget (AEB). Interventions deliver better outcomes for pre-work learning and formal education, employer access to talent, life-wide and life-long learning, and support into and between work.	C&P-wide	CPCA	Delivery underway	Underway		 
2	Multiply A new flexible adult numeracy programme funded through the UK Shared Prosperity Fund and DfE, providing additionality to AEB funded courses.	C&P-wide	CPCA	Delivery underway	Underway		
3	Skills Bootcamp Wave 3 / Wave 4 Skills Bootcamps aim to secure benefits for adults by giving them access to in-demand skills training and a guaranteed interview for a higher-skilled job.	C&P-wide	CPCA	Delivery underway	Underway	Delivery of Wave 3 forecast for completion in 2023.	 
4	Health and Care Sector Work Academy A pilot model to deliver skills training and pathways to address the local labour and skills shortage in health and care.	C&P-wide	CPCA	Delivery underway	Underway	Pilot scheduled to complete in September 2023.	
5	Region of Learning XP Digital Platform Digital platform and support for career development and digital badging of skills and qualifications linked directly to employer needs.	C&P-wide	Cambridge CC	Delivery underway	Underway		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
6	North-East Cambridge Core Site Meanwhile Uses Programme to promote sustainable job creation as part of meanwhile uses at Core Site including Sustainable Food hub and MMC training facility linked to social inclusion.	Cambridge	Cambridge CC	Scope  Funding  Capacity  Dependencies 	Within 2 years		  
7	FE Cold Spots – St Neots Review of current provision taking into account housing growth at Wintringham and current attainment levels	St Neots, Huntingdonshire	CPCA	Scope  Funding  Capacity  Dependencies 	Within 3 years		  
8	Community based Employment & Skills Project Address economic inactivity by engaging residents via key community nodes, such as community groups, emergency food hubs, local jobs clubs, and via housing associations, providing tailored and targeted support.	Huntingdonshire	HDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		  
9	ARU Peterborough Programme Support the growth of ARU Peterborough, a new university for Peterborough, through future phases of expansion.	Peterborough	PCC, CPCA, ARU-P	Delivery underway	Underway	Prepare for Phase 3 delivery.	    
10	Centre for Green Technology Develop new courses for students in green technology motor vehicle/construction industries, with close links to ARU Peterborough.	Peterborough	PCC, Inspire Education Group	Scope  Funding  Capacity  Dependencies 	Within 2 years		   
<i>Reducing Inequalities</i>							

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
11	UK Shared Prosperity Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting people.	C&P-wide	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	
12	Community Grants Programme A grant investment fund to support projects in the city which address social and economic inequalities	Cambridge	Cambridge CC	Delivery underway	Underway		
13	Good Employment Promotion of Equality and Diversity Charters and the Real Living wage to local businesses to improve employment conditions	Cambridge	Cambridge CC	Delivery underway	Underway		
14	Place-based Social Impact Investment Fund Establish a place-based social impact investment fund to address local inequalities.	Cambridge	Cambridge CC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		
15	Support to Help Ukrainians into Work Cambridge and South Cambridgeshire have welcomed a high number of Ukrainian refugees. The Business Team are providing support by working closely with the DWP to help signpost people in getting support.	Cambridge, South Cambridgeshire	Cambridge CC, SCDC	Delivery underway	Underway		
16	Community Grant Schemes Renewed funding for a Grant Scheme to support community led projects (Community Chest, Mobile Warden, Zero Carbon Communities) that support social, economic inequalities and the green transition.	South Cambridgeshire	SCDC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		
<i>Health and Wellbeing</i>							

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
17	C&P Work and Health Strategy Finalise and implement the Cambridgeshire and Peterborough Work and Health Strategy.	C&P-wide	CPCA	Scope  Funding  Capacity  Dependencies 	Within 3 years		   
18	Active Lifestyles and Sports Strategy Develop a new strategy to engage more with Integrated Care Systems, public health and key partner organisations focusing on raising activity levels.	Peterborough	PCC, Living Sport, Vivacity	Scope  Funding  Capacity  Dependencies 	Within 2 years		 



































Infrastructure and Place Interventions











Interventions focused on infrastructure and place will support a range of intended outcomes, including local placemaking and renewal, supporting a green economic transition, transport infrastructure, public transport and active travel connections. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans. Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.


















Deliverability ratings are indicative, as are delivery timescales and next steps. Partners will prepare specific delivery plans for activities. Inclusion in the Implementation Plan does not on its own confirm that delivery will occur.






Figure 8. Infrastructure and Place Interventions




#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	<i>Local Placemaking and Renewal</i>						

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
1	UK Shared Prosperity Fund / Rural England Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting places.	C&P-wide	CPCA, Local Authorities	Scope  Funding  Capacity  Dependencies 	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	   
2	CPCA Market Towns Masterplans Programme (Phase 2) Deliver a Masterplan for eleven market towns across C&P, each with the aim of bringing jobs, infrastructure and growth. Phase 2 of this programme includes a targeted focus on supporting social enterprises.	C&P-wide	CPCA	Delivery underway	Underway	A business case to support Phase 2 is being prepared and will be submitted to CA Board cycles in early 2023.	  
3	Affordable Housing Programme A programme to deliver 1,457 affordable homes across C&P.	C&P-wide	CPCA	Delivery underway	Scheduled for completion in 2025		  
4	UK Rural England Prosperity Fund Implementation Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts.	East Cambs, Fenland, Huntingdonshire, South Cambs	CPCA, Local Authorities	Scope  Funding  Capacity  Dependencies 	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Rural England Prosperity Fund	   
5	Community infrastructure in East Barnwell Capital investment in additional community infrastructure in East Barnwell	Cambridge	CPCA	Scope  Funding  Capacity  Dependencies 	TBC		 
6	Peterborough Station Gateway A new entrance and footbridge for Peterborough train station, creating a new gateway to unlock the vibrant city centre for local people, commuters and visitors, and also incorporating additional commercial space.	Peterborough	CPCA, PCC, Network Rail, LNER	Scope  Funding  Capacity  Dependencies 	Within one year	Prepare for delivery following successful Levelling Up Fund bid.	 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
7	Peterborough bus depot relocation Funding to facilitate relocation of the existing Peterborough bus depot.	Peterborough	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	TBC		 
8	Implement Peterborough Towns Fund programme Deliver the infrastructure projects funded through the Peterborough Towns Fund Deal	Peterborough	PCC	Delivery underway	Underway		 
9	The Vine A new library, culture and community hub for Peterborough, supporting city centre vitality	Peterborough	PCC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 3 years		
10	Peterborough Activity Centre Develop a family fitness and sports facility with specialist Olympic standard climbing wall	Ferry Meadows, Peterborough	PCC, Nene Park Trust	Delivery underway	Underway		
<i>Visitor Economy and Vibrant High Streets</i>							
11	Visit Cambridge Organisation development to support the visitor economy and Cambridge city centre recovery.	Cambridge	Cambridge CC	Delivery underway	Underway		
12	Cambridge Cultural Development Enhancement of the Guildhall and Exchange.	Cambridge	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 3 years		 
13	Visit Peterborough Develop a Destination Management Organisation approach to the promotion of Peterborough as a leisure, retail, and business tourism destination, as well as supporting business growth and job creation in the visitor economy.	Peterborough	PCC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
14	Peterborough city centre events programme Promoting space available to use for events and supporting pop-up markets.	Peterborough	PCC	Scope  Funding  Capacity  Dependencies 	Within one year		
15	Peterborough City Centre Markets Promote and expand the city centre market in Bridge Street through use of pop ups and wooden kiosks.	Bridge Street, Peterborough	PCC	Scope  Funding  Capacity  Dependencies 	Within one year		
16	Supporting local markets Work with CambsAcre to identify Village Halls and Community Buildings that can establish small local community markets. A Markets Toolkit and Traders Directory have been created to help support the project.	South Cambridgeshire	SCDC	Delivery underway	Underway		
17	Visit South Cambs Develop a digital platform to promote the visitor economy within South Cambridgeshire.	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		
<i>Digital Connectivity</i>							
18	Digital Connectivity Infrastructure Programme Implementation of the C&P Digital Connectivity Infrastructure Strategy, delivering improved connectivity outcomes for businesses and residents.	C&P-wide	CPCA	Delivery underway	Scheduled for completion in 2025		
<i>Supporting Green Transition</i>							
19	C&P Climate Action Plan 2022-25 Implementation Implement the package of activities contained within the C&P Climate Action Plan.	C&P-wide	CPCA, Multiple other partners	Delivery underway	Plan covers activities until 2025		

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
20	Greater South East Net Zero Programme A programme in partnership with BEIS, comprising: local energy capacity support, a rural community energy fund, public sector decarbonisation, social housing decarbonisation and an in-person consumer advice competition pilot.	C&P-wide	CPCA	Delivery underway	Underway		
21	Nature and Environment Investment Fund Attract additional investment into nature-based projects, building local capacity in green investment, and deliver projects on the ground across the CPCA area.	C&P-wide	Natural Cambridgeshire	Scope  Funding  Capacity  Dependencies 	Within one year		
22	Care Home Retrofit Programme Retrofitting up to 40 care homes across C&P to ensure heating and cooling systems are sustainable and cost efficient.	C&P-wide	CPCA	Delivery underway	Delivery underway		
23	Cambridge City Centre District Heating Feasibility Study A study to explore the feasibility of developing a Cambridge City Centre Heat Network.	Cambridge	Cambridge City Council, University of Cambridge	Delivery underway	Underway	Study aims to complete by Summer 2023.	
24	Ely Smart City Vision Build on our successful 5G test bed to connect Ely as a 'Smart City', integrating digital technology into the city and using big data to support services.	Ely, East Cambridgeshire	ECDC	Scope  Funding  Capacity  Dependencies 	Within 2 years		
25	Huntingdonshire Biodiversity for All Accelerate delivery of biodiversity net gain and the aspiration of Doubling Nature by targeted capital investment in Huntingdonshire's natural assets.	Huntingdonshire	HDC	Delivery underway	Within one year		
25	Peterborough Integrated Renewable Infrastructure (PIRI)	Peterborough	PCC	Scope  Funding 	Within one year		

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	A scheme to focus on the enabling infrastructure required to support low-carbon energy schemes (e.g. heating, power, mobility) for commercial, industrial and Council buildings, bringing schemes forward simultaneously to achieve complimentary benefits and economies of scale.			Capacity ■ Dependencies ■			
26	Peterborough Decarbonisation Supporting Peterborough to become a net zero carbon city via a Local Area Energy Plan.	Peterborough	PCC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Longer term priority		
27	EV Charging Roll out EV charging facilities across Peterborough to support electric vehicle take up.	Peterborough	PCC, CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 2 years		
<i>Strategic Transport Projects</i>							
28	C&P Local Transport and Connectivity Plan implementation Implement the C&P LTCP, the region's plan for delivering strategic transport, public transport and active travel projects. The Plan includes longer-term strategic initiatives to support improved rail connectivity.	C&P-wide	CPCA, GCP, Local Authorities	Scope ■ Funding ■ Capacity ■ Dependencies ■	TBC	Plan to be published in 2023.	

Longer-term strategic opportunities

Alongside the actions set out above, where delivery is needed and planned now, there are also major economic and investment opportunities on which significant strategic policy work is required across partners. These have the potential to fundamentally strengthen our economy and improve prospects for our people, places and businesses over the long term. Capitalising on these strategic opportunities will require partners to coordinate their actions and work to generate policy support at a local and national level, acknowledging that progress towards achieving strategic aims may be slow and must be pragmatic. New funding sources, including the private sector, will also be required.

Some examples of these opportunities are identified below. We expect that as part of the State of the Region Review to be carried out in 2023 these and others will be explored in more detail.

Figure 9. Strategic opportunities

Example Opportunities	Initiatives to explore	Partners / Next steps
We have a real opportunity to further enhance the competitiveness of our innovation and R&D ecosystems, both in and around Cambridge and into Huntingdonshire and including the recently established ARU Peterborough campus in Peterborough, by working with local sectors.	Further development of the Cambridge and area ecosystem. Peterborough R&D ecosystem built around ARU Peterborough	CPCA, GPC, PCC, ARU
Future further devolution will provide the local levers and influence to support our economic growth ambitions and to target resources to ensure good growth for residents. This may include skills, employment support, business support, innovation and inward investment.	Further devolution to support enhanced local powers and decision making	CPCA Implement the recommendations of the CPCA Improvement Plan and seek ongoing conversations with government about medium-term devolution opportunities.
Greater Cambridge's international reputation for excellence in research and innovation is a significant drawcard which attracts large flows of inward investment. More can be done to strengthen and capitalise on this advantage, and also to radiate the benefits of inward investment outwards from Cambridge to the rest of C&P, generating higher-skilled employment opportunities across our sub-economies.	Attracting increased Foreign Direct Investment to spur business growth	CPCA, GCP and others
Our forthcoming Local Transport and Connectivity Plan will set out the transport infrastructure constraints which inhibit economic growth and restrict accessibility for our communities. Addressing these constraints	Campaign to improve transport connectivity for bus networks and rail infrastructure, including	CPCA, GCP Publish the Local Transport and Connectivity Plan;

will require significant additional funding alongside national political support, and partners must work together with a long-term vision for meeting our connectivity requirements.	the East West Rail project.	convene partners in preparation for campaign
There are major sector growth opportunities ahead in, Life Sciences, Agri Tech, Advanced Manufacturing and Materials, and AI. Whilst sector strategies have been developed, further work is needed on prioritisation, resourcing and leadership to ensure that these opportunities are delivered, and also to ensure the strategy reflect global changes across sectors. In addition, there are opportunities for crossovers between sectors (e.g. Life Sciences and AI) with potentially enormous benefits that should be further explored via an approach which breaks down sector silos.	Capitalising on the transformative potential of our priority sectors and crossovers between them	CPCA, Business Board, multiple private sector partners Confirm approach to implementing the priority sector strategies and review additional requirements to capitalise on opportunities
As the region continues to develop its approach to land use and resource management in the context of climate change and low carbon transition, major new opportunities (as well as challenges) for jobs, skills and growth will materialise.	Opportunities within the low carbon transition	CPCA, CPCA Independent Commission on Climate, multiple private sector partners Develop an approach to identifying opportunities and responding to them strategically

Monitoring Progress

Approach to monitoring and evaluation

Rigorous monitoring and evaluation is vital if we are to both drive delivery and retain the flex needed to ensure we have impact in a rapidly evolving economic and political situation. The pace of change is such that no plan can be set in stone and forecast outputs and outcomes must be closely linked to actual delivery. We need to both hold ourselves as partners to account and learn as we go. Long term evaluation is important, but so too is real time understanding of the actual outcome performance of our actions. Nationally too many projects don't report or understand their impact until well after the delivery and monitoring phase is complete. We also know that to deliver against our six capital approach it is vital that early stage project development identifies the wider benefits that a project or action can deliver.

Data Gathering

Each intervention delivered as part of EGS implementation will therefore have its own output targets specific to it, as well as longer-term measures of success to which the activity will contribute which will be aligned with the performance measures of the CPCA Strategy and Business Plan. The approach to monitoring and evaluation will then operate at two levels.

The first will be at the intervention level, whereby both delivery progress and outputs specific to a project or activity will be reported on at pre-agreed milestones by the responsible delivery partner by updating the project register owned and monitored on behalf of all partners by CPCA and shared with partners via regular and consistent reporting arrangements.

Delivery partners can utilise this information to monitor progress and refine project design or delivery models as required. Intervention level reporting will result in a rich evidence base for partners that gives insight into what works, where and for who, that can be utilised to inform the design of future interventions. The monitoring and evaluation approach for the EGS must therefore include a mechanism for sharing key lessons with partners, for instance through reports shared with partners and discussed collectively via the Economic Development Leads meetings. Over time, this will help build a central data repository of what outputs have been delivered through various activities, as well as case studies and further information which can inform future delivery.

The second level of reporting will be at a portfolio level to assess the impact of strategic delivery. These programme-level reports should contain a level of detail relevant to the CPCA Board (which includes all LAs), the Business Board and supporting officers group who will receive these reports as part of ongoing management of EGS delivery. In order to align how EGS implementation is monitored with wider strategic monitoring, the progress measures built into the Implementation Plan will be a selection of those drawn from the CPCA Strategy and Business Plan, as set out in the Progress Measures section below. The intention of this approach is to streamline how outcomes are measured across

Cambridgeshire and Peterborough, enabling partners to minimise the amount of time spent on data collection and analysis and instead focus on how impact can be enhanced.

An early step as part of implementation will be for partners to co-develop this evaluation approach, looking at how data should be collected and analysed, but also looking at embedding a culture of sharing learnings and best practice to continually inform delivery across the region.

Reporting on progress

With partners, the CPCA will co-develop an approach to reporting which enables both project delivery milestones and outputs from activities to be tabulated and reported in a consistent and simple manner. This information will be widely shared with partners, including via the Economic Development Leads meeting.

The CPCA Business Board will monitor the programme via two forms of reporting. The first will be via reporting on the outcomes delivered by the programme of activities, aligned to the outcome measures of the CPCA Strategy and Business Plan. The second will be via reporting on programme delivery which tracks the status of projects, providing a simple overview of progress across the programme of activities. The Business Board does not intend to closely monitor the delivery progress of all projects in the programme, but rather those where the Board may be able to help resolve issues or provide relevant strategic advice. Reporting will be linked into the CPCA's wider assurance and governance systems, with CPCA officers managing the reporting process.

Consideration should also be given to producing publicly available impact reports using the progress measures, demonstrating progress and sharing success stories from across the region. As well as helping to trace the longer-term impact of strategic activity, CPCA and delivery partners will be able to use reporting outputs to leverage further investment in the region to support the longer-term major transformation projects.

Progress Measures and Outcome Metrics

CPCA are identifying the major metrics from the wider set included in the CPCA Strategy and Business Plan which will be used to track outcomes and impact from delivery and link back to the six capitals approach. These metrics should be monitored at a CA-level but also for local authority districts to track how outcomes differ across our sub-economies. National and regional comparators should be used to track relative performance.

Metrics are likely to be drawn from the 'Achieving Good Growth' priority theme of the Strategy and Business Plan. These metrics will be used to measure the wider impact of the EGS Implementation Plan, recognising that individual projects will have specific outputs attributable to them, as set out above. The relevant outcome measures are set out below.

Figure 1. 'Achieving Good Growth' outcome measures of the CPCA Strategy and Business Plan

Outcome	Basis	Measurement
Increase in Gross Value Added	GVA (ONS)	Measured at C&P level and within districts / sub-economies.

A headline outcome measure of economic growth and prosperity, enshrined in the CPCA Devolution Deal as a target		Data published annually.
Improvements in productivity above UK average A measure of economic output per job, key to long-run growth and prosperity.	GVA per job in total, and in sectors	Measured at C&P level and within districts / sub-economies. Data published annually.
Improvements for all districts on the Prosperity Index A measure of institutional, economic and social wellbeing across UK local authorities.	Relative position of districts on the Prosperity Index	Measured at a local authority level. Data published annually.
Neighbourhoods lifted out of the 10% most deprived nationally A measure of the reduction in deprivation in the region's most deprived areas.	Relative position of small areas on the Index of Multiple Deprivation	Measured at a neighbourhood (LSOA) level. Data published every 5 years (approximately). Last in 2019.
Consistent high levels of growth in Knowledge Intensive industries (above UK rates) A measure of the proportion of employment growth in 'Knowledge Intensive' industries, which provide good-quality high-wage jobs.	Knowledge Intensive industries ONS dataset / Centre for Business Research (CBR) at the University of Cambridge	Measured at C&P level and within districts / sub-economies where possible. Also measured for specific sectors within Knowledge Intensive industries. Data published annually.
Retain global position and reputation A measure of the international standing of Cambridgeshire and Peterborough and its ability to attract Foreign Direct Investment	TBC	Measured at C&P level and within districts / sub-economies. Data published annually.
Maintain net contribution to UK treasury A measure of the net contribution to UK PLC from Cambridgeshire and Peterborough	TBC	Measured at C&P level. Data published annually.

In addition to these outcome measures which are directly related to the 'achieving good growth' strategic priority, there are other outcome measures related to the other priority areas of the CPCA Strategy and Business Plan, which are listed below and may be drawn into the evaluation framework for the EGS.

Figure 2. Other outcome measures of the CPCA Strategy and Business Plan

Theme	Headline measure
	<i>Measured at CA, county and district levels, and at more granular levels when applicable</i>
Improving connectivity	<p>Increasing public transport and sustainable travel connectivity</p> <p>Reduction in numbers of people killed or seriously injured on region's roads</p> <p>Reduced congestion on major roads</p> <p>Measurable improvements in connectivity for 'left behind' areas</p>
Ambitious skills and employment opportunities	<p>Closing the skills gap with the national average for Peterborough, Fenland and pockets within Cambridgeshire</p> <p>An increase in the percentage of the population qualified to Levels 2, 3, 4 and high qualifications</p>

Enabling resilient communities	Reduced difference in household income between most deprived and least deprived areas
	Increase in percentage of population in well-paid employment
	Improved health and wellbeing as measured by NS Health Index
	Reduction in CO2 emissions for Cambridgeshire and Peterborough
	Increase in biodiversity improvements in both common and red-list species
	Increases in Healthy Life Expectancy at Birth
	Reduction in the gap between the healthiest and least healthy places

In order for partners to hold themselves accountable for implementation, consideration should be given to setting new specific time-bound targets for achieving a certain level of outcome, for example, a 5% reduction in the number of C&P neighbourhoods in the 10% most deprived nationally by 2025. Setting targets in this way, rather than just monitoring outcomes, will help build momentum behind implementation and demonstrate the impact that partners are having. Defining and setting these targets will be something to explore as part of the broader economic review that will be carried out later in 2023.

Next steps

As noted in the introduction, the purpose this plan is to guide the first stage of strategy delivery and to cement a shared understanding of what is to be delivered, how, when and by who to realise longer term strategic ambitions. Any plan is a live document, against which progress should be monitored, and revisions issued as objectives are delivered. This means that progress of the EGS Implementation Plan needs to be regularly monitored and reported on to the CPCA Board, Business Board, and other governance arrangements established to support implementation.

To assist with the early stage of implementation the table below sets out some proposed immediate next steps for partners to take.

Figure 3. Immediate next steps

Step	Owner and action required
Establish and embed new governance arrangements, including to confirm future role of the CPCA Business Board and Board Champions	CA Board to confirm in March 2023 Board meeting
Establish new arrangements for partnership working, including the Economic Development Leads meeting	CPCA officers to liaise with Local Authority colleagues to establish Terms of Reference for meeting
Develop reporting templates for monitoring outcomes and delivery progress	CPCA officers to develop templates and share with CA Business Board and Local Authority partners for consideration

Develop approach to driving implementation of the Priority Sector Strategies

Business Board members to confirm approach to 'champions' for priority sector strategies

Publicise the EGS Implementation Plan and work with broader partners (including private sector) to help embed delivery

CPCA officers to publish the Implementation Plan on the CA's website (post-Board endorsement). Delivery partners to share the Implementation Plan with their networks to build momentum around delivery

Once these immediate steps have been taken, implementation will shift focus to embedding delivery (including supporting continuous improvement), exploring longer-term opportunities and preparing for a more fundamental review of the region's economy, expected to occur later in 2023.