

Cambridgeshire and Peterborough Combined Authority

Strategy and Business Plan 2023 / 24

## The Combined Authority Strategy and Business Plan

### Introduction – A Transitional Strategy

Cambridgeshire & Peterborough Combined Authority was established as a Mayoral Combined Authority in 2017 to make life better, healthier, and fairer for all. As the authority revises its focus to 2025, much of the original purpose and ambition remains, with increased attention to address post-pandemic areas of deficit and more recent impact of climate, energy, and cost of living crises.

This strategy signals a transition from the original devolution and broad ambition of the Combined Authority to a more focused strategic ambition and defined priority areas. This transition strategy will further enable a prosperous Cambridgeshire and Peterborough region; one that is more equitable, more environmentally sustainable, and securing good growth for its residents and businesses.

The Combined Authority comprises the seven local authorities (referred to as the Constituent Councils) and the Business Board (Local Enterprise Partnership) for the Cambridgeshire and Peterborough region. Working with Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council, South Cambridgeshire District Council and business leaders allows the Combined Authority to convene significant knowledge, expertise and local intelligence. The Combined Authority and its constituent councils are committed to working together to enable sustainable growth. Partnership working and delivery together with constituent councils, NHS, Integrated Care System (ICS), businesses, community groups and organisations across the region is recognised by the Combined Authority as being pivotal in delivering the ambitions for the area.

Cambridgeshire and Peterborough is already a high growth area that is a world leader in science and technology, with unparalleled levels of cutting edge research, growth businesses and highly skilled jobs. The area is a significant net contributor to the UK economy. With such rapid growth in specific areas and wider post-pandemic and cost of living difficulties being experienced by many communities, sufficient infrastructure and equitable growth across the entire region are substantial challenges for the near future. It is considered that investment in the region is much more likely to generate a positive return to the UK economy than the same investment elsewhere in the UK and therefore this position needs to continue to be nurtured, amplified, and prioritised with future devolution attracting further investment in infrastructure and skills.

The 2017 Devolution for the region focused on delivering substantial economic growth, enhancing the region's international reputation, accelerating housing growth to meet demand, using strong public service partnerships, achieving a skills base to match business need, and providing connectivity and transport systems fit for modern day working and living.

With devolved power for transport and passenger transport, housing and infrastructure funds, investment funding allocations, post-19 skills provision, and more effective joint working with the Department for International Trade; the Mayor and the Combined Authority seek to fully utilise these powers in the delivery of this updated strategy. Further, the Combined Authority will work with partners to consider parameters for future devolution deals for the region.

### Next steps – Looking Beyond 2025

This strategy enables a focus to 2025, building on the Combined Authority's 2022 Improvement Plan and allowing for shorter term delivery to address key priority areas, such as bus travel. During 2023/24 the Combined Authority will work with partners across the area to undertake a **'State of the Region'** review. This review will enable the next evidence-based strategy to be formed that embraces innovation, seeks opportunities and identifies future desired devolution.

This will build upon the outcomes achieved because of this strategy and agree the policies and actions needed to achieve a prosperous and sustainable Cambridgeshire and Peterborough on into the future.

## Mayoral Ambition: To have a healthier and more prosperous Combined Authority region

*Mayor Dr Nik Johnson aims to leave a legacy that continues for years to come that enables improved life expectancy and for those additional years lived to be in good health and wealth.*

*The enduring impact of the mayor's term, will be to reduce inequality, have sustainable growth, and more active communities, within a region that celebrates and further enhances its uniqueness on both the local and global stage.*

### *Mayoral Pledges:*

- 1. A locally determined, innovative, and sustainable public transport system that is fit for the future*
- 2. Promote, protect and grow our unique Fens*
- 3. Creating a strong sense of place and cultural identity for our region*
- 4. Working with ICS<sup>1</sup> to support the delivery of better health outcomes and address health inequalities in our region*

*Delivering on this ambition through strong partnerships and complementing the focus and delivery of the Combined Authority, the Mayor aims to build upon the delegated powers and Combined Authority achievements to continue to enable the region to grow and thrive. With more connectivity, spreading of prosperity, developing skills, and improving the region's environment and resilience, the Mayor's ambition and areas of priority can be achieved.*

---

<sup>1</sup> Integrated care systems (ICSs) are partnerships of organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in their area.

## Strategic Vision Statement

“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.”

### Strategic Priorities

Our strategic priorities clarify the areas of focus to 2025. Fundamentally these priorities are supported by a strong strategic framework that ensures all delivery is assessed by its impact and contribution to climate and nature, health, infrastructure, innovation and reducing inequalities.

<i>Priority Area</i>	<i>Achieving Good Growth<sup>2</sup></i>	<i>Increased Connectivity</i>	<i>Ambitious Skills and Employment Opportunities</i>	<i>Enabling Resilient Communities</i>
<b>Priority Purpose</b>	<p>Reduce inequality between and within Greater Cambridge, The Fens, and Greater Peterborough, whilst increasing productivity, delivering our goal of almost doubling GVA by 2040, delivering the output to create the jobs and higher wages needed to do so. Effectively harnessing the different strengths of our three sub-economies to reinforce one another.</p> <p>Creating the opportunity to:</p> <ul style="list-style-type: none"> <li>- Achieve greater financial certainty for infrastructure for the region by simplifying the funding landscape and move towards consolidation of funding streams.</li> </ul>	<p>Digital and physical connection to communities, professional networks, health services, leisure, nature and to places of employment and education. Reducing the need for travel with more services located within communities.</p> <p>Delivering:</p> <ul style="list-style-type: none"> <li>- Reduced rural isolation</li> <li>- Improved Highway connectivity</li> <li>- Sustainable and reliable public transport</li> </ul>	<p>Inclusive and world-class local skills system that raises the ambitions, matches the needs of our employers, learners, and communities to enable a successful, globally competitive economy offering high-skilled, well-paid and good quality jobs to deliver increased productivity and prosperity for our communities.</p> <p>Increasing:</p> <ul style="list-style-type: none"> <li>- Social Mobility</li> <li>- Accessible and attractive labour markets</li> </ul>	<p>Providing the infrastructure and support to enable communities across the region to be adaptable to environmental and climate, financial and social crises and be well placed to extend cultural opportunities for Cambridgeshire and Peterborough to be a great place to live and work.</p> <p>The region can:</p> <ul style="list-style-type: none"> <li>- Mitigate the climate crisis impact, build flooding, and fire resilience</li> <li>- Increase biodiversity</li> </ul>

<sup>2</sup> Good Growth is to enable fairer, sustainable, and inclusive growth across the region and not just in concentrated areas. Growth that addresses inequality, does not exhaust our natural, infrastructure or financial resources, and drives increased productivity.

<i>Priority Area</i>	<i>Achieving Good Growth<sup>2</sup></i>	<i>Increased Connectivity</i>	<i>Ambitious Skills and Employment Opportunities</i>	<i>Enabling Resilient Communities</i>
	<ul style="list-style-type: none"> <li>- Allow more flexibility to decide and develop long-term strategies that integrate our local transport and highway connectivity priorities</li> <li>- Deliver sustainable growth that almost doubles the economy to over £40bn</li> <li>- Consider effective mechanisms for raising local contributions towards growth</li> <li>- Build on our innovative regional reputation for new thinking, new technology and new ideas in Cambridgeshire and Peterborough to ensure this area can continue to be one of the most dynamic and dense knowledge economies in Europe</li> </ul>		<ul style="list-style-type: none"> <li>- Lifelong learning and career prospects</li> <li>- Improved health and wellbeing</li> <li>- Improved community connection</li> </ul>	<ul style="list-style-type: none"> <li>- Enable sustainable farming whilst protecting some of the most productive farmland in the country</li> <li>- Have the infrastructure – power and water especially - needed to achieve sustainable growth</li> <li>- Reduced accidents on region’s roads</li> <li>- Reduce impact of costs of living and fuel poverty crises</li> </ul>
<b>Priority Key Deliverables</b>	<ul style="list-style-type: none"> <li>- More Funding</li> <li>- Place growth</li> <li>- Sector growth</li> <li>- Policy and Strategy influence</li> </ul>	<ul style="list-style-type: none"> <li>- Transport Accessibility</li> <li>- Active Travel</li> <li>- Digital Connectivity Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Enhancing Careers Education, Information, Advice and Guidance</li> <li>- Delivery of Lifelong learning and workforce skills</li> <li>- Employer engagement and access to talent</li> <li>- Lobbying for a second Skills Devo Deal that strengthens our current programme and delivers greater impact</li> <li>- Building Skills Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental and Climate actions</li> <li>- Infrastructure – sufficiency, preservation and safety</li> <li>- Social and culture</li> <li>- Financial – supporting response to cost of living and fuel poverty</li> </ul>

<i>Priority Area</i>	<i>Achieving Good Growth<sup>2</sup></i>	<i>Increased Connectivity</i>	<i>Ambitious Skills and Employment Opportunities</i>	<i>Enabling Resilient Communities</i>
<b>Outcomes – our measures for success</b>	<ul style="list-style-type: none"> <li>(1) Increase in Gross Value Added / value of local economy</li> <li>(2) Improvements in Productivity above UK average</li> <li>(3) All districts across region improve on prosperity index</li> <li>(4) Levelling Up, lifting as many areas as possible out of the top 10% most deprived areas nationally</li> <li>(5) Consistent High levels of Sustainable Growth in Knowledge Intensive Industries (above UK average growth rates)</li> <li>(6) Housebuilding above national rates</li> <li>(7) Retain global position and reputation</li> <li>(8) Maintain net contribution to UK treasury</li> </ul>	<ul style="list-style-type: none"> <li>(1) Increasing share of public transport usage and sustainable travel as a proportion of all travel</li> <li>(2) Reduction in numbers of people killed or seriously injured on region’s roads</li> <li>(3) Reduced congestion on major roads</li> <li>(4) Measurable improvements in connectivity for ‘left behind’ areas.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Closing the skills gap with the national average for: a) Peterborough b) Fenland c) pockets within wider Cambridgeshire</li> <li>(2) An increase in % of the population qualified to Levels 2, 3 and 4 and higher qualifications</li> <li>(3) Reduced difference in household income between most deprived and least deprived areas</li> <li>(4) Increase in the percentage of population with well-paid employment</li> <li>(5) Improved health and wellbeing as measured by ONS Health Index</li> </ul>	<ul style="list-style-type: none"> <li>(1) Reduction in CO2 emissions for Cambridgeshire and Peterborough</li> <li>(2) Increase in biodiversity with improvements in both common and red-list species</li> <li>(3) Healthy Life Expectancy at Birth rates to increase</li> <li>(4) Reduction in the gap between the healthiest and least healthy places</li> <li>(5) Reduction in percentage of households living in fuel poverty</li> </ul>

## Priority Area: Achieving Good Growth

### Priority Purpose:

*Reduce inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity, delivering our goal of almost doubling GVA by 2040, delivering the output to create the jobs and higher wages needed to do so. Effectively harnessing the different strengths of our three sub-economies to reinforce one another.*

### *Creating the opportunity to:*

- Achieve greater financial certainty for infrastructure for the region by simplifying the funding landscape and move towards consolidation of funding streams.
- Allow more flexibility to decide and develop long-term strategies that integrate our local transport and highway connectivity priorities
- Deliver sustainable growth that almost doubles the economy to over £40bn
- Consider effective mechanisms for raising local contributions towards growth
- Build on our innovative regional reputation for new thinking, new technology and new ideas in Cambridgeshire and Peterborough in order to ensure this area can continue to be one of the most dynamic and dense knowledge economies in Europe

### *What this means:*

- Attract and be a conduit for regional funding. Lobby for fairer funding for the region
- Manage equality / consequences of growth
- Create conditions and convene with partners to continue to support start-ups and sustainable growth in sectors
- Ensure that all parts of Cambridgeshire and Peterborough have the ecosystem needed to support high growth businesses across all sectors. Supporting increased trade and exports, inward investment, with wraparound enterprise support including for innovation

### Priority Key Deliverables:

#### *Funding*

- More fairer funding and more UK Shared Prosperity Fund allocations
- Less restriction on capital and revenue allocations
- Successful lobbying for single pot funding – working with trailblazing MCAs for single settlements

#### *Place growth*

- Market Towns Masterplan

- Enterprise zones and future knowledge intensive growth clusters
- Final delivery of the Combined Authority Affordable and Community-led Housing programme delivery
- Working with providers to reduce the need to travel through more place-based community or digital services
- Support to Rural Communities and Businesses through the Rural England Prosperity Funding
- Support to driving and maintaining Innovation across the high knowledge business sectors/clusters
- Working with Fens partners to support Future Fens and potential designation

#### *Sector growth*

- Agri-tech
- Life Sciences
- Advanced Manufacturing and Materials
- Digital and Technology

#### *Policy and Strategy influence*

- Engage DLUHC for new knowledge intensive cluster(s)
- Lobby for devolution of single pot for Adult Education Budget and all age career service
- Campaign for rail infrastructure
- Influence central government planning policy and guidance to enable key infrastructure to support sustainable growth
- Undertake 'State of the region' review in 2023
- Engagement with partners to consider the development of the Non-Statutory Spatial Strategy

#### *Outputs<sup>3</sup>:*

- Additional external funding invested in the area.
- Homes built (on sites unlocked by Combined Authority funded investment)
- Affordable homes built (on sites unlocked by Combined Authority funded investment)
- Jobs created (via growth strategy investments)
- Jobs supported (via growth strategy investments).

---

<sup>3</sup> Our output measures show what the Combined Authority is achieving in the short term, based on the actions that we have taken. Over the longer term these outputs lead towards the outcomes; the improvements in wealth, health and wellbeing for everyone in the area.

A total of 22,843 houses have been built in Cambridgeshire and Peterborough since 2016/17 (based on local monitoring) with a good rate of delivery continuing through the COVID period. For affordable housing 5,749 units have been built, a ratio of 25%. Set alongside this is total job growth within the CPCA area over the same period of 25,000, with 9,000 jobs in the 'professional, scientific, and technical sector. Looking forward the challenge is to support the needs of the local economy by delivering the right infrastructure, investing in productivity gains (doing more with the same resources) and encouraging a more equitable distribution of growth to the areas that need it most.

#### *Outcomes<sup>4</sup>:*

**(1) Increase in Gross Value Added / value of local economy** - Achieving long-term growth in Gross Value Added (GVA), is enshrined in the devolution deal signed with government. It is the headline outcome measure of economic growth and prosperity. The latest published GVA figures include the early part of the COVID period and shows 2020 GVA for the Combined Authority area down -0.52% (Cambridgeshire down -0.9%, Peterborough up +0.7%). This is compared to a UK drop of -3.4% so the Combined Authority was performing relatively strongly against an uncertain economic outlook. The long-term target remains to almost double GVA between the 2015 figure to 2045 (a thirty-year deal). A method statement will be kept up to date that helps the Combined Authority to maintain the golden thread from investment decisions through to impact on GVA and generation of economic value will be maintained at the core of the Combined Authority's approach to evaluating existing and future projects.

**(2) Improvements in Productivity above UK average** - Alongside GVA we will look at total Jobs (which have risen from 516,000 in 2019 to 531,000 in 2020) as well as employee jobs (as this provides a better sector breakdown). As emphasised in the CPIER, there will also be a focus on productivity, as measured by GVA per job; in each of the last five years the Combined Authority area runs ahead of the Eastern Region on this measure. However, a distinct gap has been opened between Fenland and the other districts over this time. This is partly due to what economic activity takes place in different areas, with jobs in basic food processing occupations generating between £20,000 and £30,000 additional GVA compared to jobs in more advanced manufacturing generating over £50,000 per job.

Other Economic Indicators include those that provide the detail on local company growth compared to other companies nationally is provided through a partnership with the Centre for Business Research in Cambridge. Through-out our work on outcomes there is an emphasis on collecting and analysing data in collaboration with our partners.

---

<sup>4</sup> *The outcomes describe what it is that the CPCA really wants to provide for the people living in the area; the improvements in wealth, health and wellbeing. The delivery of this strategy is designed to support the achievement of targeted outcomes for each priority area. Monitoring these is important as this is the point at which there will be material change and improvements in the life of people living and working in Cambridgeshire and Peterborough. They will be able to see and benefit from the Combined Authorities work. Individual project and programme delivery and performance will continually be monitored and reviewed using appropriate evaluation methods, outcome tools and reference and inclusion of national statistics. High level logic models will set out the linkage and focus of delivery and impact, detailing 'Inputs' > 'Activities' > 'Outputs' > 'Outcomes'.*

**(3) All districts across region improve on prosperity index<sup>5</sup>** - The Prosperity Index was developed to provide definition for the Levelling Up agenda, to give greater understanding of the nature of the challenges and strengths of different regions across the UK, and as a yardstick for measuring success. It has been created partly so government organisations have accountability against commitments to improve local areas. The latest version of the index shows a contrast between Fenland at position 271 in the index compared to 39<sup>th</sup> for South Cambridgeshire. It also shows a steady improvement for Peterborough from 317<sup>th</sup> in 2012 to 218<sup>th</sup> in 2022.

**(4) Levelling Up, lifting as many areas as possible out of the top 10% most deprived areas nationally** - The Index of Multiple deprivation shows that only Peterborough and Fenland have LSOA's in the top 10% most deprived nationally, with Peterborough having almost double that of Fenland with Peterborough having 14 areas and Fenland having 6 areas. **Fuel Poverty** showed a sharp increase between 2018 and 2019 jumping from **approximately 10% to 13% of the population** (this change was in line with the Eastern Region as a whole. 2020 levels are shown in the data as being slightly lower. **Fenland had the highest rate of fuel poverty at 15.3%**. The Deprivation Gap is the difference in household income between most deprived and least deprived areas using ONS small area income estimates. **The biggest difference was for Peterborough with a 33% difference in income** followed by Fenland (24%) and Cambridge (23%). Other indexes such as the prosperity index and the work by OSCI to monitor England's 'left behind areas' will also be kept under review.

**(5) Consistent High levels of Sustainable Growth in Knowledge Intensive Industries (above UK average growth rates)** - Employment in knowledge intensive industries continues to increase in Cambridge and South Cambridgeshire however other districts are showing little change. The workforce with a level four qualification remains strong for Cambridge and South Cambridgeshire (around 60%), however the gap between these districts and Fenland (less than 20%) has widened. On a positive note, the percentage for Peterborough has increased between 2018 to 2021 to now be in line with East Cambridgeshire and Huntingdonshire. As with wider measurement of the economy, the data provided by the Centre for Business Research will be invaluable to tracking the success of Cambridgeshire and Peterborough Knowledge Intensive Industries.

#### **(6) Housebuilding above national rates**

Measuring relative performance for housebuilding is complicated by accounting for local conditions site as economic growth and availability of sites as well as the type of housing in demand. Nationally the starts per quarter statistics for England for April – June 2022 were the highest they have been for over a decade (54,540). Similarly local monitoring shows that housebuilding is happening at a relatively high rate at present with an average of 3653 units being built in Cambridgeshire (with high rates of build in South Cambridgeshire and Huntingdonshire).

**(7) Retain global position and reputation, and (8) Maintain net contribution to UK treasury** - Cambridgeshire and Peterborough is internally renowned for its knowledge and innovation in key sectors, such as life sciences. The region must continue growth in these sectors to maintain competitive advantage and make its expected contribution to UK economy. This was explored in greater detail within the CPIER which called on government to invest in the region in

---

<sup>5</sup> [UK Prosperity Index 2022 | Legatum Institute \(li.com\)](https://www.legatum.com/uk-prosperity-index-2022)

order to accelerate its return. A measure of reputation will be the ability of the area to attract foreign direct investment. The East of England recorded the largest increase in inbound Foreign Direct Investment (FDI) projects out of all parts of the UK in 2020, with the number of overseas-backed projects in the region rising 35% to 54 from 40 in 2019, according to the EY 2021 UK Attractiveness Survey. Cambridge was ranked as the joint 9th best city in the UK for FDI projects in 2020 (with Bristol), while Peterborough was ranked joint 12th (with Coventry and Nottingham).

#### [Links to the Wider Policy Framework: Strategies enabling good growth](#)

- Cambridgeshire and Peterborough Economic Growth Strategy (Combined Authority)
- Agri-Tech Sector Strategy (Combined Authority)
- Life Sciences Sector Strategy (Combined Authority)
- Advanced Manufacturing and Materials Strategy (Combined Authority)
- Housing Strategy (Combined Authority)
- Non-Statutory Spatial Framework (Combined Authority)
- District Housing Strategies (Constituent Authorities)
- District Local Plans (Constituent Authorities)

## Priority Area: Improving Connectivity

### Priority Purpose:

*Digital and physical connection to communities, professional networks, health services, leisure, nature and to places of employment and education. Reducing the need for travel with more services located within communities.*

### *Delivering:*

- Reduced rural isolation
- Improved Highway connectivity
- Sustainable and reliable public transport

### *What this means:*

- Delivering a sustainable, modern, resilient, integrated, and affordable transport system for the people and businesses of Cambridgeshire and Peterborough.
- Enabling multi-modal low carbon connectivity – cycling, walking, bus, rail and roads -within, through and beyond our region.
- Using and learning about technology to enable more hybrid and digitally supported lives

### *Priority Key Deliverables:*

- Transport accessibility
- reform the bus network (including assessing bus franchising options) and bus sustainability
- rail and station improvements
- road enhancements and improvements

### *Active Travel*

- Cycling schemes
- E-mobility
- Walking routes

### *Digital Connectivity Infrastructure*

- Digital resilience
- Smart streets and towns

- Broadband and mobile

#### *Outputs<sup>6</sup>:*

- Miles of cycle and other active travel schemes funded
- Number of Stations and miles of heavy rail infrastructure improved
- Affordable bus network supported and developed
- Gigabit and Full Fibre coverage
- Highway investment to support growth sites (effectiveness measured by jobs / housing growth on sites)
- Innovations supported such as micro-mobility and demand responsive travel (measured by travel take-up)
- Community Transport supported

There is a commitment to reduce road traffic by 15% within the draft Local Transport and Connectivity Plan (LTCP). Road traffic levels have remained relatively stable for both our cities over the last five years however market towns have seen some traffic growth, for example Chatteris has seen growth of over 20% and Whittlesey of over 15% reflecting housing growth as well as reliance of cars to travel to work. Pre-Covid rail passenger growth was strong with over 950,000 passenger movements recorded for the new station of Cambridge North in 2019/20. Bus passenger numbers declined; Peterborough saw a reduction of 27% between 2014/15 and 2018/19 (3 million fewer passenger journeys) whilst Cambridgeshire saw a reduction of 6% (1 million fewer). Covid has worsened the position further with bus services but has accelerated trends in home working contributing to some reduction in congestion.

#### *Outcomes<sup>7</sup>:*

Key metrics from the Local Transport and Connectivity Plan cover growth, connectivity and resilient communities for inclusion. Achieving the ambitions within the plan will require the CPCA to continue to attract excellent levels of funding in order to invest in schemes. With the right level of investment, the following improvements can be targeted.

**(1) Increasing public transport and sustainable travel connectivity** - Good quality infrastructure enables the delivery of a range of other outcomes. At present the mode share for sustainable transport is measured at a limited set of screen lines. For the early COVID period the mode share for sustainable

---

<sup>6</sup> Our output measures show what the Combined Authority is achieving in the short term, based on the actions that we have taken. Over the longer term these outputs lead towards the outcomes; the improvements in wealth, health and wellbeing for everyone in the area.

<sup>7</sup> *The outcomes describe what it is that the CPCA really wants to provide for the people living in the area; the improvements in wealth, health and wellbeing. The delivery of this strategy is designed to support the achievement of targeted outcomes for each priority area. Monitoring these is important as this is the point at which there will be material change and improvements in the life of people living and working in Cambridgeshire and Peterborough. They will be able to see and benefit from the Combined Authorities work. Individual project and programme delivery and performance will continually be monitored and reviewed using appropriate evaluation methods, outcome tools and reference and inclusion of national statistics. High level logic models will set out the linkage and focus of delivery and impact, detailing 'Inputs' > 'Activities' > 'Outputs' > 'Outcomes'.*

transport dropped as many people worked at home or avoided public transport; the aim is to build this back up. According to national accessibility models, access to at least one local employment centre (a place with between 500 to 4,999 jobs) by public transport or cycle is relatively good across the Combined Authority area although access from rural areas into Cambridge and Peterborough is less widespread leaving many to rely on the car. A focus on connectivity will also include (4) looking for measurable improvements in connectivity for 'left behind' areas, with reference to the work of OSCI8 in identifying these places across the England.

**(2) Reduction in numbers of people killed or seriously injured on region's roads** - The overall vision and long-term goal for the Road Safety Partnership is to achieve Vision Zero, where no people are killed or severely injured on the partnership's roads. This includes the adoption of a 2030 target of a 50% reduction in road deaths and serious injuries, only 234.

### **(3) Reduced congestion on major roads**

Current views of congestion (led by the DfT) are divided between the strategic road network (mainly motorways and major dual carriageways) and the A-Road network. On a strategic level the opening of the new section of the A14 has addressed the longest standing issue in the region however areas of concern remain the A11 / A14 around Newmarket, the A428 between St Neots and Caxton and the A47 between Wisbech and Peterborough<sup>9</sup>. For the A Road Network the concerns are the access to central Cambridge, A142 / A11 Junction and parts of the Peterborough Road network including the A605<sup>10</sup>

### **(4) Measurable improvements in connectivity for 'left behind' areas.**

Local Trust and OCSI developed a quantitative measure of left-behind areas using open data, including developing a Community Needs Index. The resulting report 'Left behind? Understanding communities on the edge' suggests that deprived areas, when combined with the absence of places to meet, the lack of an engaged community and poor connectivity, fare worse than other deprived areas. The report specifically identifies parts of Fenland as requiring additional investment to overcome lack of connectivity.

## [Links to the Wider Policy Framework: Strategies enabling Better Connectivity](#)

Local Transport and Connectivity Plan (Combined Authority)

- Bus Strategy
- Alternative Fuels Strategy

---

<sup>8</sup> ['Left-behind' areas - Understanding communities on the edge - OCSI](#)

<sup>9</sup> [SRN Speed and Delay 2021 \(arctis.com\)](#)

<sup>10</sup> [Local A Roads Speed and Delay 2021 \(arctis.com\)](#)

- Vision Zero
  - *Each district transport strategy supports the overarching vision and objectives of the Cambridgeshire and Peterborough Combined Authority's developing Cambridgeshire and Peterborough [Local Transport and Connectivity Plan \(LTCP\)](#) and will be adopted as a 'child document' of the LTCP*
- Digital Sector Strategy (Combined Authority)
  - Digital Connectivity Infrastructure Strategy (Combined Authority)
  - [Electric Vehicle and Infrastructure Strategy](#) (Cambridge City Council)
  - [Digital strategies](#) (Cambridge City Council)
  - [Rail Development Strategy](#) (Fenland District Council)
  - Transport Strategies (Peterborough City Council)

## Priority Area: Ambitious Skills and Employment Opportunities

### Priority Purpose:

*Inclusive and world-class local skills system that raises the ambitions, matches the needs of our employers, learners and communities to enable a successful, globally competitive economy offering high-skilled, well-paid and good quality jobs to deliver increased productivity and prosperity for our communities.*

### *Increasing:*

- Social Mobility
- Accessible and attractive labour markets
- Lifelong learning and career prospects
- Improved health and wellbeing
- Improved community connection

### *What this means:*

- Bringing together people, employers, providers and place leaders to guide and drive an integrated approach to skills and employment in our region.
- Creation and ongoing sustaining of more jobs and increased career prospects.
- Widening adult and post-16 education access, capacity and participation, including access to general and careers focused information, guidance and advice.
- Increasing lifelong learning and work-based opportunities.
- Attracting more businesses to grow or relocate to Cambridgeshire and Peterborough.
- A regional curriculum enabling:
  - A dual-track system, anticipating long-term needs and responding with agility in the short-term
  - A coordinated place-based action framework, to engage all stakeholders in addressing multiple/complex educational needs
  - Greater equity – by closing the gap in areas where skills levels are below the national average. Targeting citizens in Peterborough, Fenland, and areas of low attainment within wider Cambridgeshire.

### *Priority Key Deliverables:*

Enhancing Careers Education, Information, Advice and Guidance through:

- Cambridgeshire & Peterborough Careers Hub
- Influencing national providers of Careers

Delivery of Lifelong learning and workforce skills:

- Continue to target the delivery of the Skills Fund (AEB and Free Courses for Jobs)
- Skills Bootcamps to better meet local need
- Improve numeracy and number confidence among our citizens through delivery of Multiply

*Employer engagement and access to talent:*

- Implementing a Health and Work Strategy to address economic inactivity and productivity
- Delivering Growth Works with Skills

*Lobbying for a second Skills Devo Deal that strengthens our current programme and delivers greater impact. Our asks:*

- A simplified Single devolved revenue budget for all skills programmes
- A Single devolved capital budget for all skills infrastructure funding streams
- A Single devolved Careers budget

*Building Skills Infrastructure*

- FE Cold Spots
- ARU Peterborough Phase 3
- Centre for Green Technology at Peterborough College
- Net Zero Centre at Wisbech
- North Cambridgeshire Training Centre (NCTC)

*Outputs<sup>11</sup>:*

- Number of Apprenticeships
- Numbers of AEB learners
- ARU Peterborough enrolments
- Participation in learning and skills provision
- Achievement of learning aims
- Progression into employment, higher levels of learning, in-work promotion or volunteering

Young people leaving school at 18 are less likely to go on to study in Higher Education, Further Education or through an apprenticeship in Cambridgeshire and Peterborough than on average across the country. Only 31.5% are progressing onto HE, compared with 35.2% nationally, with 6.4% progressing onto FE compared with 9% nationally, and 8.5% progressing onto apprenticeships compared with 9.3% nationally. On the positive side the Employment and Skills Strategy reports particularly high workplace training rates in Peterborough and Fenland, demonstrating that residents can, and do, access up to date work experience and skills at work. Learner participation in courses funded by CPCA's Adult Education Budget grew from the first year of devolution in 2019/20, from 8,421 to 9,097, this is despite the disruption to learning caused by Covid-19.

*Outcomes<sup>12</sup>:*

**(1) Closing the skills gap with the national average for: a) Peterborough b) Fenland c) pockets within wider Cambridgeshire** - A good example of the gap that currently exists is the 32.1% of Peterborough's workforce currently educated to Level 4 or above compared to 43% nationally, a gap of over 10 percentage points.

**(2) An increase in % of the population qualified to Levels 2, 3 and 4, and high qualifications.** - The % of the population with a level 3 qualification across the Combined Authority area has steadily increased since 2017. The most pronounced gap is between Fenland (40.4% with a level three qualification) and South Cambridgeshire (75.9% with a level three qualification) again the target is to reduce the gap. As per the outputs section there will also be a focus on local leading indicators such as outputs from the Combined Authority skills programme, and the use of contextual data such as reported University applications from different areas. Whilst the CPCA aims for steady progression there also needs to be a focus on level four qualifications in order to support

---

<sup>11</sup> Our output measures show what the Combined Authority is achieving in the short term, based on the actions that we have taken. Over the longer term these outputs lead towards the outcomes; the improvements in wealth, health and wellbeing for everyone in the area.

<sup>12</sup> *The outcomes describe what it is that the CPCA really wants to provide for the people living in the area; the improvements in wealth, health and wellbeing. The delivery of this strategy is designed to support the achievement of targeted outcomes for each priority area. Monitoring these is important as this is the point at which there will be material change and improvements in the life of people living and working in Cambridgeshire and Peterborough. They will be able to see and benefit from the Combined Authorities work. Individual project and programme delivery and performance will continually be monitored and reviewed using appropriate evaluation methods, outcome tools and reference and inclusion of national statistics. High level logic models will set out the linkage and focus of delivery and impact, detailing 'Inputs' > 'Activities' > 'Outputs' > 'Outcomes'.*

*the future needs of the labour market.*

**(3) Reduced difference in household income between most deprived and least deprived areas, and (4) Increase in percentage of population in well-paid employment.** - Average (mean) household disposable (net) income in local areas of England and Wales differed by just over £55,000 from the lowest to the highest, in the financial year ending (FYE) 2018 (ONS small area income estimates<sup>13</sup>). Parts of Fenland have an average household income of just £24,000 compared to South Cambridgeshire with many areas averaging over £40,000.

According to the ONS<sup>14</sup> 7% of the Cambridgeshire and Peterborough Region’s employees were in low paid employment (earning two thirds of the UK median or less). When categorising low pay based on two-thirds of local median pay, employees living in Cambridgeshire & Peterborough Combined Authority; Aberdeen City Region; and the Greater London Authority were significantly more likely to be in low-pay employment than in other city regions. There is a nine-percentage point difference between male and female employees receiving low pay in the Cambridgeshire & Peterborough Combined Authority region (28% compared with 18%). This shows that our area has significant disparities in income.

**(5) Improved health and wellbeing as measured by ONS Health Index** - Improving health and wellbeing is a long-term goal for the Combined Authority as the organisation does not provide services that have a direct impact on health but can support change in economic conditions that influence health outcomes generation to generation.

The result of health inequalities across the area (a domain in the Index of Multiple Deprivation) is demonstrated in healthy life expectancy. There are stark differences between local authorities and the communities within them. For instance, in Cambridge healthy life expectancy ranges from 80.4 years in the most deprived communities to 85.2 years in the least deprived communities (above national averages), and in Fenland the range is 73.1 to 77.5 years (below national averages). This compares to the England average of 75 to 82.8 years.

[Links to the Wider Policy Framework: Strategies enabling Improvement in Skills and Job Growth](#)

Employment and Skills Strategy (Combined Authority)

- Work, Health and Wellbeing Strategy (Combined Authority)

---

<sup>13</sup> [Income estimates for small areas, England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

<sup>14</sup> [Job quality indicators in the UK – hours, pay and contracts - Office for National Statistics \(ons.gov.uk\)](#)

## Priority Area: Enabling Resilient Communities

### Priority Purpose:

*Providing the infrastructure and support to enable communities across the region to be adaptable to environmental and climate, financial and social crises and be well placed to extend cultural opportunities for Cambridgeshire and Peterborough to be a great place to live and work.*

### *The region is able to:*

- Mitigate the climate crisis impact, build flooding and fire resilience
- Increase biodiversity
- Enable sustainable farming whilst protecting some of the most productive farmland in the country
- Have the infrastructure – power and water especially - needed to achieve sustainable growth
- Reduced accidents on region's roads
- Reduce impact of costs of living and fuel poverty crises

### *What this means:*

- Coordinate climate net zero priorities and delivery
- Green Homes and Net Zero Hub Sustainable Warmth delivery programmes tackling fuel poverty by increasing low income household's energy efficiency rating while reducing energy bills
- Increased ability to adapt to climate related issues. Reduction of impact on climate leading to less occurrence of floods and fires
- Infrastructure – such as water and power - that can cope with the rate of growth
- Increasing safety of travelling within and through our region.
- Celebrating the cultural identity(ies) of Cambridgeshire and Peterborough
- Extending culture and the arts; encouraging of cultural diversity across our region

### *Priority Key Deliverables:*

- Environmental and Climate
- Climate Action Plan / Doubling Nature
- Alternative Fuel Strategy deliverables
- Sustainable agriculture
- Nature restoration
- Greater South East Net Zero Programme
- Retrofit in Care Homes and Village Halls

*Infrastructure*

- Power and water sufficiency (eg, reservoir, renewable energy grid)
- Preservation of infrastructure (eg, dykes)
- Road safety – Vision Zero and junction upgrades

*Social*

- Enabling creative industries
- Sustainable Warmth
- Supporting partner culture bids, eg. City of Cambridge Culture

*Financial*

- Green Homes Grants

*Outputs<sup>15</sup>:*

- Additional Infrastructure to support sustainable growth (water and power) is delivered
- Percentage of Bus fleet converted to electric
- Additional land devoted to nature or number of acres of land turned over to nature recovery
- Number of landowners receiving support to encourage nature
- Number of homes and other buildings insulated or upgraded

---

<sup>15</sup> Our output measures show what the Combined Authority is achieving in the short term, based on the actions that we have taken. Over the longer term these outputs lead towards the outcomes; the improvements in wealth, health and wellbeing for everyone in the area.

*Outcomes*<sup>16</sup>:

**(1) Reduction in CO2 emissions for Cambridgeshire and Peterborough** - The annually published DeFRA model for emissions shows that for the Combined Authority area **CO2 emissions have been falling, in line with GB** (but not fast enough to avoid a range of adverse impacts). At present emissions per head are slightly below that of the eastern region. Transport emissions were at a peak in 2017 and have since fallen. Other transport related indicators, such as modal shift and electric vehicle usage, that support a reduction in CO2 are included in the connectivity section.

**(2) Increase in biodiversity with improvements in both common and red-list species** - Provisional figures on nature rich habitat show approximately **11.5% of the land area** of the Combined Authority being of this sort, although this figure might be significantly lower, depending on the quality of the data. Survey work has commenced to test this as much of the baseline data is out of date. The target to double this alongside GVA is ambitious and will require some significant changes in land use up to 2045. There will also be measurement of the availability of public open space.

**(3) Healthy Life Expectancy at Birth rates to increase and (4) Reduction in the gap between the healthiest and least healthy places** - Improving health and wellbeing is a long-term goal for the CPCA as the organisation does not provide services that have a direct impact on health but can support change in economic conditions that influence health outcomes generation to generation.

The Health Index provides a single value for health that can show how health changes over time. Currently South Cambridgeshire and East Cambridgeshire are scored as the healthiest places and Peterborough and Fenland as the least healthy. There will also be measurement of life expectancy with a target to reduce the gap between the wealthiest and poorest areas; **South Cambridgeshire has a life expectancy of 83 years for males compared to a low of 78.5 for Peterborough**. There will also be measurement of Killed or Seriously injured statistics on our roads, healthy life expectancy and use of the sub-domains of the Health Index.

**(5) Reduction in percentage of households living in fuel poverty**

Households living in fuel poverty are defined as those Fuel poverty in England is measured using the Low-Income Low-Energy Efficiency (LILEE) indicator. Under this indicator, a household is considered to be fuel poor if they are living in a property with a fuel poverty energy efficiency rating of band D or below And when they spend the required amount to heat their home, they are left with a residual income below the official poverty line. There are 3 important elements in determining whether a household is fuel poor; total household income, household energy requirements and fuel prices. According to sub-regional fuel poverty indicators<sup>17</sup> Fenland is the area within the Combined Authority with a much higher average of households in poverty compared to

---

<sup>16</sup> *The outcomes describe what it is that the CPCA really wants to provide for the people living in the area; the improvements in wealth, health and wellbeing. The delivery of this strategy is designed to support the achievement of targeted outcomes for each priority area. Monitoring these is important as this is the point at which there will be material change and improvements in the life of people living and working in Cambridgeshire and Peterborough. They will be able to see and benefit from the Combined Authorities work. Individual project and programme delivery and performance will continually be monitored and reviewed using appropriate evaluation methods, outcome tools and reference and inclusion of national statistics. High level logic models will set out the linkage and focus of delivery and impact, detailing 'Inputs' > 'Activities' > 'Outputs' > 'Outcomes'.*

<sup>17</sup> [Sub-regional fuel poverty data 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/sub-regional-fuel-poverty-data-2022)

England (13.2%) with 15.3% (6,731). Cambridge and Peterborough are also above the England average with a sum total of 19,500 households estimated to be in fuel poverty.

#### Links to the Wider Policy Framework: Strategies enabling Resilient Communities

- Climate Action Plan (Combined Authority)
- Cambridgeshire & Peterborough Independent Commission on Climate
- OxCam Arc Environmental Principles (Combined Authority)
- Nature Recovery Strategy (Combined Authority)
- Non-Statutory Spatial Framework (Combined Authority)
- [Councils Climate Change Strategies](#)
- [District Local Plans \(e.g. New Greater Cambridge Local Plan](#) Cambridge City Council)
- [Anti-Poverty Strategy](#) (Cambridge City Council)
- [Vulnerable Community Strategy 2018-2023](#) (East Cambridgeshire District Council)
- Environment strategies (e.g. [Environmental Policy 2022](#) East Cambridgeshire District Council)
- Culture strategies (e.g. [Creativity and Culture Strategy](#) Fenland District Council)
- [Communities Strategies](#) (Peterborough City Council)
- [CultureStrategy 2015-20](#) (Peterborough City Council)

## Strategic Framework and Governance

### Strategic Framework

The framework to support achievement of the strategic ambition takes a thematic approach based upon the Six Capitals<sup>18</sup> to ensure that the work of the Combined Authority is sustainable over the medium to long-term. We will ensure that decisions, deliverables, and outcomes will be guided by this framework.

A cohesive vision and delivery plan are critical to informing how the governance framework of a Combined Authority operates in an integrated and coordinated way, ensuring a golden thread exists between objectives and ambitions, and strategy, finance, performance management, accountability, and structure. The Governance Framework provides the platform for effective decision-making, strategy development and implementation and monitoring.

---

<sup>18</sup> Six Capitals is a framework against which to measure sustainability and the building of value. [The Wealth Economy - Bennett Institute for Public Policy \(cam.ac.uk\)](https://www.bennettinstitute.org.uk/research/the-wealth-economy/)



## HOW WE WORK

### Role of the Cambridgeshire & Peterborough Combined Authority

The Combined Authority, with its partners, deliver key outcomes for the people of Cambridgeshire and Peterborough. The Combined Authority receives funding and powers from Central Government, which the Mayor and the Combined Authority Board oversee.

The Combined Authority works with our local councils, the Business Board (Local Enterprise Partnership), local public services, Government departments, national bodies and agencies, universities, colleges and schools, voluntary and third sector, and businesses to enable the area to be healthier and wealthier,

and grow the local and national economy. Many of the key deliverables supporting the ambition and priorities within this strategy are delivered with and by robust operational partnerships and stakeholders.

We influence, commission and deliver practical, ambitious projects that increase wellbeing and economic growth across the region, levelling up and empowering the North of Cambridgeshire and Peterborough while building on and accelerating the ambition and international reputation of the South. We look to enable further resilience across the region and build environmental sustainability into our decision making.

Being a Mayoral Combined Authority (MCA), our region is able to garner benefits considered unique to MCAs and their local areas in comparison to individual local authorities: MCAs are realising benefits by:

- Maximising the profile and influence of the mayor and their ambitions for the area
- Providing stronger leadership and governance
- Delivering greater and more effective strategic thinking and development – vs often siloed local level delivery
- Regional convening and co-ordination and ability to transcend organisational, geographical and policy boundaries; and share best practice more widely
- Leveraging funding, capacity and more robust operational partnerships
- Designing more tailored projects and programmes that are underpinned by local knowledge and intelligence
- Strengthening channels for citizen participation and potential to influence decision making

To deliver this strategy the Combined Authority is uniquely placed to bring together the collective strengths of the region. Through providing strategic and policy leadership and commissioning needed activity, the Combined Authority will add to what is being delivered locally to bring benefit to residents and communities. Enabling and using a consistent and joined-up voice for the region we will influence national and partner policy, strongly advocate, access and act as a conduit for funding channels and drive to ensure Cambridgeshire and Peterborough builds on its international reputation and magnetism and as a net contributor to the treasury.

Ten operating principles to guide the way we will work. The Combined Authority will:

1. Actively lobby, promote and champion our region to attract funding and investment to deliver our region's vision and strategic priorities
2. Coordinate, convene and influence one combined voice for the region's priorities, devolution and national policy, enabling additionality for the region through focusing on what can be achieved collectively
3. Commission the best placed delivery organisation
4. Recognise, enable and celebrate differences across the region and strengthen channels for community and citizen participation to improve the local economy and quality of life

5. Provide and seek collective leadership and co-production with constituent authorities and other key stakeholders for a coherent regional approach and achievement of targeted outcomes
6. Engender relationships built on honesty and trust
7. Ensure regular and ongoing communication and engagement with stakeholders
8. Enable and build on innovation, best practice, and forward strategic thinking to build the positive future we want for the area
9. Be agile, recognise and change risk appetite as appropriate
10. Ensure knowledge transfer and wide sharing of best practice happens regularly, especially during periods of Leader or Officer change

## Our Organisational Values

The Combined Authority are working towards adopting the following five values:



### Collaboration

- We work together across teams and with our partners to achieve shared goals
- We listen, communicate and engage to understand and represent our communities as the combined voice of our region
- We build on our knowledge by being open to new ideas, external expertise and feedback



### Integrity

- We are transparent, honest, trustworthy and reliable
- We acknowledge and learn from our mistakes and foster a no-blame culture that supports calculated risk
- We are inclusive, respectful, ethical and accountable



### Vision

- We are clear and consistent about our purpose and how we add value
- We are passionate and deliver on our strategic aims and objectives
- We are forward-thinking and improvement-focused



### Innovation

- We are pioneering and inspirational
- We are dynamic, proactively seeking new opportunities and embracing positive change
- We are ambitious yet realistic



### Leadership

- We lead by example
- We recognise achievement
- We empower our communities and our people