



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

SKILLS COMMITTEE

Date: Monday, 09 November 2020

Democratic Services

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

10:00 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

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

[Venue Address]

AGENDA

Open to Public and Press

Part 1 - Governance Items

- | | | |
|------------|---|----------------|
| 1.1 | Apologies for absence and declarations of interest | |
| 1.2 | Minutes - 14 September 2020 | 1 - 8 |
| 1.3 | Public Questions | |
| 1.4 | Skills Committee - Agenda Plan | 9 - 10 |
| 1.5 | Combined Authority Forward Plan | 11 - 48 |

Part 2 - Reports to the Combined Authority Board

- | | | |
|------------|-------------------------|----------------|
| 2.1 | Kickstart Scheme | 49 - 52 |
|------------|-------------------------|----------------|

Part 3 - Delivery

- | | | |
|------------|--|------------------|
| 3.1 | Local Economic Recovery Strategy Update | 53 - 114 |
| 3.2 | Lifetime Skills Guarantee and Post -16 Reform | 115 - 118 |
| 3.3 | Employment and Skills Board Update | 119 - 124 |
| 3.4 | Budget and Performance Reporting Update | 125 - 130 |

The Skills Committee comprises the following members:

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

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

Councillor John Holdich	
Councillor David Ambrose-Smith	
Councillor Mike Davey	
Councillor Lis Every	
Councillor Jon Neish	
Cllr Chris Seaton	
Councillor Eileen Wilson	
Clerk Name:	Tamar Oviatt-Ham
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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY
SKILLS COMMITTEE: MINUTES

Date: Monday 14 September 2020

Time: 10:00 am to 12:10 pm

Present: Councillors John Holdich (Chairman), David Ambrose-Smith, Mike Davey, Lis Every, Jon Neish, Chris Seaton and Eileen Wilson.

Apologies: None

86. APOLOGIES AND DECLARATIONS OF INTERESTS

No apologies received.

Councillor Chris Seaton declared an interest as his wife worked at the College for West Anglia in the Apprenticeships Division.

Councillor Wilson declared an interest in agenda item 2.4 as in her previous job she had been involved in designing and implementing Sector Based Work Academies.

Cllr Davey joined the meeting at 10.10am.

87. MINUTES – 6 JULY 2020

The minutes of the meeting held on 6 July 2020 were agreed as a correct record and will be signed by the Chairman when next possible.

88. ACTIONS

The action log was noted.

89. PUBLIC QUESTIONS

Four questions were received from the Overview and Scrutiny Committee. The Chairman explained that the questions would be addressed at the relevant item on the agenda.

90. SKILLS COMMITTEE AGENDA PLAN

The agenda plan was noted.

91. COMBINED AUTHORITY FORWARD PLAN

The Combined Authority Forward Plan was noted.

92. BUSINESS GROWTH SERVICE – FULL BUSINESS CASE

The Committee received a report that provided the information required to make recommendations to the Combined Authority Board to approve the Full Business



Case for the Business Growth Service including delegation to award the contract to deliver it.

The Committee received three questions from the Overview and Scrutiny Committee on this report and the written response was read out and can be found at appendix 1 of the minutes.

Introducing the report the Director of Business and Skills gave a presentation that can be found at appendix 2 of the minutes.

Discussing the report Members;

- Queried how value for money for the service would be calculated on an ongoing basis. The Director of Business and Skills explained that there would be an annual review of performance against all of the deliverables and that the deliverables had been set based on measures to other programmes both nationally and internationally. He clarified that officers were also considering a random control test.
- Highlighted concern that there was no mention of East Cambridgeshire and that Members would expect synergies throughout the Business Case in relation to all of the constituent authorities. The Director of Business and Skills explained that the business case focused on and referred to the sub economies, as opposed to each constituent authorities and there were delivery plans linked to each of the sub economies.
- Queried the level and support and engagement in some authorities from the CPCA. The Director of Business and Skills stated that officers had regular engagement with Economic Development officers in all authorities and that some authorities had more resources in this area than others. He explained that a tailored solution to each authority was needed which would include ensuring that relevant data could be shared.
- Questioned how flexible the Combined Authority would be in the commissioning process. The Director of Business and Skills explained that procurement had stopped in June 2020 due to COVID. He clarified that officers would not know what the conditions were going to be between now and next October. He explained therefore that officers had to re-issue the tender process and add criteria in relation to adapting to COVID and flexibility of service.

It was resolved unanimously to recommend the Combined Authority Board:

- (a) Approve and adopt the Full Business Case to mobilise the delivery of the Business Growth Service
- (b) Agree that the conditions for FBC approval set at OBC have been met, specifically:



- i. Confirmation of EU funding, and the conditions set out in item 4.2 for contracting only upon further correspondence from MHCLG.
 - ii. Appointment of delivery partner
 - iii. Submission of 3-year cash flow forecast; monthly for year 1 and annual thereafter.
 - iv. Contact / Involvement of HMRC to upskill Growth Hub staff
 - v. Discussions with local authority partners on availability of in-kind support via use of L/A office space, provisional of secretariat, and officer time
 - vi. Submission of an independent state aid report covering:
 - i. ESF and ERDF application and utilisation;
 - ii. allocation of £2.335m of the authority's revenue budget to Growth Service Management Company Ltd;
 - iii. Management of Capital Growth Fund
 - vii. Submission of Sustainability and Environmental policy for the Growth Service Management Company Ltd
 - viii. Submission of evidence to support the claim of delivering 2.8 new jobs per firm receiving supported in-depth coaching
- (c) Agree that additional conditions, to be considered post-COVID 19, have been met, specifically:
- i. That the Service has been appropriately adapted to support the Local COVID 19 Economic Recovery Strategy
 - ii. That the impacts of COVID 19 on contributing funding from Enterprise Zone, business rates receipts, have been appropriately considered.
- (d) Delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, the Monitoring Officer and the Chief Financial Officer (Section 73), to contract the preferred bidder to commence the Service during October 2020.

93. COVID-19 EVIDENCE & INSIGHT REPORT

The Committee considered a report that outlined the ongoing Integrated Economic, Business and Skills Insight work which was currently being researched, reporting back on phase 1 of the work, the COVID 19 impact.



The Committee received a question from the Overview and Scrutiny Committee on this report and the written response was read out and can be found at appendix 1 of the minutes.

Introducing the report officers explained that the work by Metro Dynamics would complement work carried out by Hatch Regeneris, commissioned and led by the Greater Cambridge Partnership back in late May 2020 and ongoing work by Cambridge Insight for CPCA Business & Skills into workforce, skills and Adult Education Officers explained that in summary the metro dynamics report would cover:

- A) Emerging findings in the economy and labour market
- B) Emerging trends e.g. could lead to the creation for new interventions and possibilities for policy
- C) Implications of highest relevance to CPCA
- D) Meaning in practice for the CPCA e.g. relevant CPCA strategies including the LIS

Officer explained that the report would be going to the Combined Authority Board on 30 September 2020. Officers clarified that from October 2020 to March 2021, Metro Dynamics would provide a monthly COVID 19 performance dashboard, which would be shared with the Skills Committee, Business Board, Combined Authority Board and other committees and partners and stakeholders. The content would follow the content of the report but would have the agility to accommodate other metrics if required. The report and the monthly dashboards would feed into and support the Local Economic Recovery Strategy. Officers highlighted that Metro Dynamics would provide the CPCA with a COVID 19 Impact framework and will work with the authors of strategies to update them, if required. This work would be completed by mid-October 20. Officers sought volunteers from the Committee to test the dashboard design. Councillor Davey volunteered his support.

It was resolved unanimously to:

1. Note the Metro Dynamics Report and provide any necessary feedback as applicable for an updated version of that report.

94. COVID-19 LOCAL ECONOMIC RECOVERY STRATEGY

The Committee considered a report presenting the first draft of the Cambridgeshire & Peterborough Covid-19 Local Economic Recovery Strategy.

The Committee received a question from the Overview and Scrutiny Committee on this report and the written response was read out and can be found at appendix 1 of the minutes.

Introducing the report the Director of Business and Skills explained that this was the first draft of the report and that the intention was to bring a final draft to Committee in November and for final approval and recommended to the committee that additional wording be added to the report recommendations to reflect this. He explained that



officers had been working closely with partners including the Greater Cambridge Partnership and Public Health England on the Strategy.

Discussing the report Members;

- Queried the use of the word ‘Unicorns’ in the Strategy. The Director of Business and Skills explained that they were tech start-ups that hit \$ 1 billion valuation or more.

It was resolved unanimously to:

- a) Recommend the Combined Authority Board approve the first draft of the Local Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough.
- b) Note that the final draft of the Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough will be brought to Committee in November 2020 for final approval.

95. SECTOR-BASED WORK ACADEMIES AND HIGH VALUE COURSES

The Committee received a report that sought approval for the creation of sector-based work academies and high value courses via a procurement with local Providers.

Introducing the report officers explained that new funding had been received from the Department for Education (DfE) via the Adult Education Budget (AEB) funding line for two new programmes as part of the Government Skills Recovery Package totalling £486,297 for the 20/21 academic year which included:

- Funding for the creation of sector-based work academies of £241,361 for the 20/21 academic year to work with local employers in growth sectors with jobs creation. The academies would also work with local providers to deliver the training element of the sector based academy. Officers clarified that potential Sector Based Work Academies would be created in sectors such as Construction and Manufacturing. Officers highlighted that early discussions had highlighted a demand in new jobs being created in these sectors. Also a new sector that was emerging with potential jobs creation was the Energy sector.
- Additional funding of £244,936 for the 20/21 academic year was also available to offer an enhanced one year classroom based course for those students who had left school or college with no job, apprenticeship, placement, university or course to go to.

Officers explained that the CPCA Talent Portal would be the mechanism used to direct individuals onto these new programmes, with a particular focus on those who



had been made redundant or facing redundancy as a result of COVID-19 and who had registered on the Redundancy Register on the Talent Portal.

- Highlighted the need to ensure that the appropriate checks and balances were done for quality assurance. The Director of Business and Skills assured Members that the appropriate mechanisms were in place to ensure quality and value for money.

It was resolved unanimously to:

- a) To recommend that the Combined Authority Board allocate the £486,297, once received, from the DfE to the AEB Budget.
- b) To delegate authority to the Skills Committee for the spend allocation of the £486.297 including:
 - the spend of the funding of £241,361 across the 20/21 and 21/22 financial years for the creation of sector-based work academies
 - the spend of funding of £244,936 to offer an enhanced one-year classroom based course for those students who have left school or college with no job, apprenticeship, placement, university or course to go to across the 20/21 and 21/22 financial years
 - the spend on Sector – based work academies and High Value Courses.

96. SKILLS STRATEGY DELIVERY PLANS UPDATE

The Committee considered a report that gave an update on the delivery plans of the three key interventions within the Strategy, namely; the New University of Peterborough – Phase 1, the Adult Education Budget and the Skills Talent Apprenticeship and Recruitment Hub (STAR Hub).

Introducing the report the Director of Business and Skills explained that there were a number of delivery plans attached to the Skills Strategy due to the governance arrangements and funding criteria attached to each of the interventions. He clarified that it was necessary to highlight that all three key projects had their own structures and processes underpinned by the devolution deal agreed with the CPCA on inception and ESFA funding aligned to the Growth Service in the case of the STAR Hub. He explained that it was anticipated that these interventions would become part of the Business and Skills Integrated Service offer currently under review which would see a refresh of the Local Industrial Strategy with the Skills Strategy embedded therein to reflect post COVID-19 activity as part of the CPCA's Economic Recovery programme.

It was resolved unanimously to:



Note the delivery plans attached to the key interventions annotated within the Skills Strategy of June 2019 - Appendix A.

97. UNIVERSITY OF PETERBOROUGH PHASE 2 UPDATE

The Committee received a report on the progress made to date with Phase 2 of the University of Peterborough campus buildings proposals.

Introducing the report the Director of Business and Skills explained that the Phase 2 project was to complement the 2020-22 investment of £30.47m from the CPCA, Peterborough City Council and private sector into a Phase 1 Academic Teaching Building for a new University of Peterborough, to produce 3,000 p.a. graduates. He clarified that this was a Mayoral Decision on the 15 July 2020 following recommendation from an Extraordinary Business Board on the 9 July 2020. He explained that decisions on how to progress the Phase 2 project proposal and appraisal would be made following the Local Growth Fund assurance process which would include the development of a Full Application and associated business support documentation. He clarified that Phase 1 planning had been submitted for approval in October 2020 and Phase 2 planning, based on the agreed City Master Plan and related University Campus Master Plan, would be submitted in December 2020 for approval in March 2021. The timescales for Phase 2 planning permissions were expected to benefit from the already agreed Master Plans and the common building designs for both Phase 1 and Phase 2. The Manufacturing and Materials Research Centre would open its doors at the end of January 2022.

It was resolved unanimously to:

- (a) Note the progress made to date on the University of Peterborough Phase 2 building.

98. ADULT EDUCATION BUDGET – INNOVATION FUND AND THE TOP SLICE

The Committee considered a report that provided a progress update on the establishment and distribution of the Adult Education Budget (AEB) Innovation Fund and the £170,000 available from the reduction in the AEB administration budget from 4.9% to 3.4%.

In discussing the report Members;

- Queried whether the money coming directly from the Department for Education (DfE) would affect the AEB in the future. The Director of Business and Skills stated that colleges had highlighted that they were worried that the CPCA would claw back unused funding. He clarified that the DfE had issued an agreement to leave the allocations with the colleges. He stated that in quarter 4 a review would quantify how much funding providers had and what they were sitting on that had simply not been spent.



It was resolved unanimously to:

note the recommended approach of how the Innovation Fund will be managed

99. BUDGET AND PERFORMANCE REPORT

The Committee received a report that provided the July budget and performance monitoring for the Business and Skills Directorate.

Introducing the report officers drew Members attention the reduction in spend on the Health and Social Care Work Academy budget line this year due to a low uptake. Officers explained that the funding had now been rephased over a longer period. Officers also highlighted the annual budget setting process and asked Members to look at the Medium Term Financial Plan (MTF) at appendix 2 of the report and feedback to officers in relation to anything that should be focused on

It was resolved unanimously to:

- a) Note the July budget and performance monitoring update
- b) Note the current Medium Term Financial Plan and consider whether there are any recommendations they wish to make to the Combined Authority Board in November.


100. ANY OTHER BUSINESS

Councillor Davies raised an item under any other business around awareness that Booking.Com in Cambridge had announced 500 redundancies and queried whether there was any support the CPCA could provide to individuals being made redundant as the CPCA had given support to those who were made redundant by Thomas Cook last year. The Director of Business and Skills explained that the taskforce that helped Thomas Cook employees was led by Peterborough City Council and Opportunity Peterborough and offered financial guidance and counselling to individuals helping individuals with career pathways and qualifications. He explained that the CPCA played a supportive role connecting individuals with advisors and start up grants. Councillor Davies agreed to speak to Tom Hennesey at Peterborough City Council who headed up the task force for advice. **ACTION**

101. DATE OF THE NEXT MEETING

The date of the next meeting was noted as 9 November 2020.

Chairman

SKILLS COMMITTEE AGENDA PLAN	Updated 22 October 2020	 CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY	JAMES PALMER CAMBRIDGESHIRE & PETERBOROUGH MAYOR
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Notes

Committee dates shown in bold are confirmed.

Committee dates shown in italics are TBC.

The definition of a key decision is set out in the Combined Authorities Constitution in Chapter 6 – Transparency Rules, Forward Plan and Key Decisions, Point 11 ([Combined Authority Constitution](#))

- * indicates items expected to be recommended for determination by Combined Authority Board
- + indicates items expected to be confidential, which would exclude the press and public.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.
The agenda dispatch date is five clear working days before the meeting.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log
- Agenda Plan
- Budget and Performance Report
- Employment and Skills Board Update

Committee date	Agenda item	Lead officer	Report to CA Board for decision	Reference if key decision	Deadline for reports	Agenda despatch date
09/11/20	Kickstart Scheme	Laura Guymer	Yes		22/10/20	30/10/20
	Local Economic Recovery Strategy Update	Brian Hyland	No			
	Lifetime Skills Guarantee and Post-16 Education	Janet Warren	No			

Committee date	Agenda item	Lead officer	Report to CA Board for decision	Reference if key decision	Deadline for reports	Agenda despatch date
11/01/21	AEB Annual Review	Janet Warren	No		14/12/20	22/12/20
	Business Growth Service Mobilisation Update	Brian Hyland	No			
	Skills Dashboard Update	Alan Downton	No			
	AEB Innovation Fund Update	Janet Warren	No			
	Insight & Evaluation Programme – Local Industrial Strategy and Strategy Refresh Update	Brian Hyland	No			
	Local Economic Recovery Strategy: Updated refresh	Brian Hyland	Yes			
	University of Peterborough: Update	Alan Downton	Yes			
	University of Peterborough Phase 2: Incorporation of Propco2	Alan Downton	Yes			
15/03/21	High Value Courses & Potential New Academy	Laura Guymer	Yes		25/02/21	05/03/21
	National Retraining Scheme Pilot	Laura Guymer	No			
28/04/21					11/04/21	20/04/21

To be programmed:



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published Friday 16 October 2020
Updated 26 October 2020

Purpose

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

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

What is a key decision?

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

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

Non-key decisions and update reports

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

Access to reports

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

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

Notice of decisions

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

Standing items at Executive Committee meetings

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

Housing and Communities Committee

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

Skills Committee

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

Transport and Infrastructure Committee

1. Budget Monitor Update
2. Performance Report

Transport and Infrastructure Committee – 4 November 2020

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1.	Fenland Regeneration Stations	Transport and Infrastructure Committee	4 November 2020	Decision	To receive an update.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
2.	Local Transport Plan CAM Sub Strategy	Transport and Infrastructure Committee	4 November 2020	Decision	To consider the outcomes of the consultation and to make recommendations on the adoption of the Local Transport Plan CAM Sub Strategy to the Combined Authority Board.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
3.	CAM Metro Programme Update	Transport and Infrastructure Committee	4 November 2020	Decision	To provide an update on the progress of the project.	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
4.	A47 Dualling	Transport and Infrastructure Committee	4 November 2020	Decision	To provide an update on the A47 Dualling project and next steps.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
5.	March Area Transport Study	Transport and Infrastructure Committee	4 November 2020	Decision	To summarise work on the March Area Transport Study	Relevant internal and external stakeholders	Paul Raynes Director of	Mayor James Palmer	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Quick Win Programme to date, consider a recommendation to approve a budget to construct the programme of Quick Wins as part of the March Area Transport Strategy and make recommendations to the Combined Authority Board.		Delivery and Strategy		documents other than the report and relevant appendices to be published.
6.	Coldhams Lane Roundabout	Transport and Infrastructure Committee	4 November 2020	Decision	To provide an update and an assessment on what partner funding contribution opportunities may be available to support greater	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					enhancements at Coldhams Lane Roundabout. Also to present updated designs, costs and programme for consultation.				appendices to be published.
7.	Cambridge South East Transport Better Public Transport and Active Travel Consultation	Transport and Infrastructure Committee	4 November 2020	Decision	To provide details of consultation.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8.	New Peterborough Bus Service and other Bus Projects	Transport and Infrastructure Committee	4 November 2020	Decision	To provide details of consultation.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and

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

Housing and Communities Committee – 9 November 2020

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
9.	£100m Affordable Housing Programme Scheme Approvals – November 2020	Housing and Communities Committee	9 November 2020	Key Decision 2020/062	To consider and approve allocations to new schemes within the £100m Affordable House Programme	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
10.	Housing Market Assessment – Geographical Challenges	Housing and Communities Committee	9 November 2020	Decision	To receive an update on the study into the Housing Needs of Specific Groups commissioned by the local authorities.	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee – 9 November 2020

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
11.	Kickstart Scheme	Skills Committee	9 November 2020	Decision	To consider mobilisation plans for the Kickstart Scheme to enhance job	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					creation in Cambridgeshire and Peterborough and make recommendations to the Combined Authority Board.			Lead Member for Economic Growth & Lead Member for Skills	other than the report and relevant appendices to be published.
12.	Local Economic Recovery Strategy Update	Skills Committee	9 November 2020	Decision	To review the Local Economic Recovery Strategy with further evidence-based insight.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Economic Growth & Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
13.	Lifetime Skills Guarantee and Post-16 Education	Skills Committee	9 November 2020	Decision	To provide an update on recent government funding developments and the	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for	It is not anticipated that there will be any documents other than

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Combined Authority's engagement to either administer or facilitate the schemes locally.			Economic Growth & Lead Member for Skills	the report and relevant appendices to be published.

Combined Authority Board – 25 November 2020

Governance Items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
14.	Minutes of the meeting on 28 October 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									and relevant appendices.
15.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
16.	Appointment of Chief Executive of OneCAM Ltd	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To appoint the Chief Executive of OneCAM Ltd	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.

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

Mayoral decision

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
19.	Allocation of Additional funds to Highways Agencies	Mayor James Palmer	25 November 2020	Key decision 2020/080	To consult the Board and allocate pothole grants, Challenge Fund and Home to School Transport Funds to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as Highways Authorities.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
20.	CAM Special Purpose Vehicle – Budget Update and Award of the CAM Conceptual Design Contract	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/068	To provide an update on the progress of the project (including the procurement) and budget, and seek approval to award the CAM Conceptual Design Contract.	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
21.	Fengate Phase 1	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/079	To summarise the outcome of the Strategic Outline Business Case and seek approval for funding to commence the Full Business Case and detailed design.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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

By recommendation to the Combined Authority Board

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
24.	Fenland Regeneration: Stations	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/063	To consider the outcomes of the business case and proposals to approve the drawdown of budget to proceed to the next stage.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
25.	Local Transport Plan CAM Sub Strategy	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/074	To consider the outcomes of the consultation and recommendations regarding the adoption of the Local Transport Plan CAM Sub Strategy.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
26.	March Area Transport Study	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/075	To consider a recommendation to approve a budget to construct the	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					programme of Quick Wins as part of the March Area Transport Strategy.				report and relevant appendices to be published.
27.	A47 Dualling	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To provide and update on the A47 Dualling project and next steps.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
28.	Local Growth Fund Programme Management November 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/060	To review the Local Growth Fund budget and amend as required.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
29.	Growth Deal Project Proposals November 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/069	To review and approve the recommendations from the Business Board for individual project funding.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
30.	Local Economic Recovery Strategy Update	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To update members on the latest version of the Local Economic Recovery Strategy following further evidence-based insight.	Relevant internal and external stakeholders including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
31.	2020-21 Business Board Annual Report and Delivery Plan	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	To note	To note the Business and Skills Annual Report and Delivery Plan.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
32.	iMET Project Local Growth Fund Recovery [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/078	To approve recommendations for the recovery of Local Growth Funding from the iMET project.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
33.	Kickstart Scheme	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/066	To approve mobilisation Plans for the Kickstart Scheme to enhance job creation in Cambridgeshire and Peterborough.	Relevant internal and external stakeholders including the Skills Committee	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Transport and Infrastructure Committee 6 January 2021

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

Housing and Communities Committee 11 January 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
35.	The role of the Housing & Communities Committee in relation to tourism	Housing and Communities Committee	11 January 2021	Decision	To clarify the role of the Committee in relation to tourism.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Skills Committee 11 January 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
36.	Adult Education Budget Annual Review	Skills Committee	11 January 2021	Decision	To update Members following the first year of local delivery of the Adult Education Budget.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37.	Local Economic Recovery Strategy: Updated refresh	Skills Committee	11 January 2021	Decision	To update Members on the latest version of the Local Economic Recovery Strategy following further evidence-based insight.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
38.	Business Growth Service Mobilisation Update	Skills Committee	11 January 2021	Decision	To update Members on progress made with mobilising the Business Growth Service.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
39.	University of Peterborough Update	Skills Committee	11 January 2021	Decision	To provide an update on progress on the University of Peterborough.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									appendices to be published.
40.	University of Peterborough Phase 2: Incorporation of PropCo2 [May contain exempt appendices]	Skills Committee	11 January 2021	Decision	To consider proposals for the incorporation of PropCo2 for the University of Peterborough and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Economic Growth & Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
41.	Insight & Evaluation Programme – Local Industrial Strategy and Strategy Refresh Update	Skills Committee	11 January 2021	Decision	To update Members on progress with the strategy refresh and updating of the Local Industrial Strategy.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
42.	Adult Education Budget	Skills Committee	11 January 2021	Decision	To update members on the Adult Education	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Innovation Fund Update				Budget Innovation Fund.				than the report and relevant appendices to be published.
43.	Skills Dashboard Update	Skills Committee	11 January 2021	Decision	To provide Members with an update on the Skills Dashboard.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board – 27 January 2021

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
44.	Minutes of the meeting on 2 November 2020	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
45.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
46.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide an update on the revenue and capital budgets for	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count Lead Member for	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					the year to date			Investment and Finance	relevant appendices to be published.
47.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide performance reporting updates.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
48.	Mayor's Budget 2021/22	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/070	To request the Combined Authority approve the Mayor's draft budget for 2021-22.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
49.	2021-22 Budget and Medium Term	Cambridgeshire and Peterborough	27 January 2021	Key Decision 2020/071	To approve the revenue budget for	Relevant internal and	Jon Alsop Section 73 Chief	Councillor Steve Count	It is not anticipated that there will be

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Financial Plan to 2024-25	Combined Authority Board			2021/22 and the Medium-Term Financial Plan to 2024/25 and approve the capital programme 2021/22 to 2024/25	external stakeholders	Finance Officer	Lead Member for Investment and Finance	any documents other than the report and relevant appendices to be published.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
50.	£100m Affordable Housing Programme (Non-grant) January 2020	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/073	To request Board approval of scheme/s that form a part of and will require an investment from the £40m revolving fund.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Delivery	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
51.	Proposed Loan to Laragh Homes	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/072	To consider granting a loan to Laragh Homes of up to £10m.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Delivery	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

By recommendation to the Combined Authority

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
52.	A16 Norwood Improvements	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide a summary of the outcomes of the Strategic Outline Business Case and seek approval to proceed to Outline Business Case.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
53.	University of Peterborough Update	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide an update on progress on the University of Peterborough.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
54.	University of Peterborough Phase 2: Incorporation of PropCo2 [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/076	To approve the incorporation of PropCo2 for the University of Peterborough.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Economic Growth & Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

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

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

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
								Economic Growth	
59.	Coterminous and Strategic Partnership Agreements Update	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve Memorandums of Understanding with the remaining seven neighbouring Local Enterprise Partnerships.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee – 15 March 2021

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

How to send your comments or queries about the Forward Plan to Cambridgeshire and Peterborough Combined Authority

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

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



SKILLS COMMITTEE	AGENDA ITEM No: 2.1
09 NOVEMBER 2020	PUBLIC REPORT

KICKSTART SCHEME

1.0 PURPOSE

- 1.1. This report is to requests approval of the Business Growth Service to act as a Gateway Organisation to administer the Kickstart Scheme for the Cambridgeshire and Peterborough area.
- 1.2. To approve the Business Growth Service as the primary referral partner for any Kickstart requests via the CPCA.

<u>DECISION REQUIRED</u>	
Lead Member:	Councillor John Holdich
Lead Officer:	John T Hill - Director of Business and Skills
Forward Plan Ref: n/a	Key Decision: No
The Skills Committee is asked to recommend that the Combined Authority Board: (a) Approve the Business Growth Service to act as a Gateway Organisation for the Kickstart Scheme in the Cambridgeshire and Peterborough area. (b) Approve the Business Growth Service to act as the primary referral partner for any Kickstart requests via the CPCA	Voting arrangements Simple majority of all Members

2.0 BACKGROUND

- 2.1. As part of the “Plan for Jobs 2020” speech, the Chancellor announced the £2bn Kickstart Scheme, a jobs creation programme with the intention of creating up to 350,000 jobs for young people.
- 2.2. The scheme is a Department for Work & Pensions (DWP) initiative offering six-month high-quality work placements designed to get long-term unemployed young people, aged 16-24 into employment and gaining valuable work experience with the ambition of ongoing sustainable employment.
- 2.3. Businesses in the area can access resource at little or no cost to themselves which will support their economic recovery whilst offering support to a young person displaced by the pandemic. The scheme was launched in September 2020 and is set to run for 12 months

Gateway Organisations

- 2.4. Employers can bid for funding based on offering 30 placements. Where individual organisations cannot offer 30 placements, they are being directed to Gateway Organisations who will coordinate placements and tender for funding in batches of 30.
- 2.5. DWP are encouraging organisations who have experience of managing partnership arrangements and have robust financial and governance structures to play a coordinating role as a Gateway Organisation to support the initiative.
- 2.6. To ensure a coordinated regional approach it is proposed that the Growth Hub acts as a representative organisation via the Business Growth Service. This aligns with BEIS strategic desire that Growth Hubs are used as the main touchpoint for regional businesses and a visible conduit for business engagement

3.0 FINANCIAL IMPLICATIONS

- 3.1. Administering the Kickstart Scheme will require funding to be passed through the Business Growth Service from DWP to the organisation hosting the placement.
- 3.2. Payment profiles are still at policy stage with DWP, however it has been confirmed that wages will be paid by the employer and claimed back in arrears via the gateway organisation.
- 3.3. Funding for the scheme is paid as follows:

Activity Per Placement	Received	Amount
Start Payment - onboarding, training etc.	Month 1	£1,500
Gateway Organisation Payment	Month 1	£300
25 hours per week @ National Minimum Wage for 6 months	TBC – in arrears	max £5,330

- 3.4. To ensure payments can be made in a timely manner, it is proposed that all funding runs via the Business Growth Service directly and not the CPCA in the first instance.
- 3.5. Regionally, there is the potential of securing 700 placements. Kickstart could potentially generate revenue of £472,500 p.a, which would fund a team of sufficient critical mass. The team would be able to operate locally in each city and town (with team members assigned to each of our 6 local authority areas) but work as a coordinated team to share best practice and resource to meet the demand presented in each area.
- 3.6. At present, Growth Hub funding runs through the CPCA and is used to facilitate the operation of the Growth Hub. Once the Growth Hub is assigned to the Business Growth Service, the funding will be passed onto the delivery partner via the Business Growth Service. This transfer of funding will however lead to delays in passing monies to the employers.
- 3.7. It is proposed that once the Growth Hub is transferred to the Business Growth Service and is operated by the delivery partner, that the delivery partner becomes a recipient of funding from BEIS via the CPCA. The Business Growth Service will receive funding for Kickstart directly from DWP to ensure the funding can be passed on to businesses in a timely manner. The delivery metric and performance will be monitored as a part of the wider contract management.
- 3.8. Should this proposal be agreed, this will result in there being no financial implications for the CPCA as there will be no inflow or outflow of funding.

4.0 LEGAL IMPLICATIONS

- 4.1. None

5.0 OTHER SIGNIFICANT IMPLICATIONS

- 5.1. Without a coordinated approach, the CPCA risk having multiple representatives across the economy, of sub-critical size individually and of variable capability. This might give rise to reputational risk for the programme, and the CPCA, due to varying levels of service offered and the potential of delaying applications to the scheme if the approach is uncoordinated and cannot flex resource across a larger team to meet peaks in demand.
- 5.2. Initial engagement with Local Authorities, Chamber of Commerce and FE Colleges confirm that local partners are supportive of a central and coordinated

role being played by the CPCA's Growth Hub in becoming a Kickstart representative for Cambridgeshire & Peterborough.

<u>Background Papers</u>	<u>Location</u>
None	

SKILLS COMMITTEE	AGENDA ITEM No: 3.1
9 NOVEMBER 2020	PUBLIC REPORT

LOCAL ECONOMIC RECOVERY STRATEGY UPDATE

1.0 PURPOSE

- 1.1 To update members on the latest version of the Local Economic Recovery Strategy following further evidence-based insight.

<u>DECISION REQUIRED</u>	
Lead Member:	Cllr John Holdich, Lead Member for Skills
Lead Officer:	John T Hill, Director for Business & Skills
Forward Plan Ref:	Key Decision: No
The Skills Committee is recommended to: (a) Recommend the Combined Authority Board approve the updated version of the Local Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough	Voting arrangements Simple majority of all Members

2.0 BACKGROUND

- 2.1. In Spring 2020, the Economic Recovery Strategy Group (ERSG), was formed to respond to the Economic and Business impacts of Covid-19.
- 2.2. Comprising of Local Authorities officers together with representatives of local business membership organisations, the ERSG co-created a joint Local Economic Recovery Strategy (LERS) over the summer of 2020.
- 2.3. Comprising of a range of specific interventions to accelerate the recovery of the local economy, the first version of the LERS was presented to Business Board, Skills Committee and Combined Authority meetings in September 2020.

- 2.4. Using the latest Covid-19 Economic Insight Data that has been generated through our parallel project with Metro Dynamics, this first draft of the Local Economic Recovery Strategy (LERS) has now been updated to:
- (a) reflect the evolving impact of the economic shock and the further national and global restrictions that are being imposed, and to
 - (b) help prioritise the rollout of interventions.

3.0 METHODOLOGY

- 3.1. Our Partners at Metro Dynamics have continued to monitor a wide range of economic and social indicators to track the evolving impact of Covid-19 on the overall CPCA economy and its three economic areas.
- 3.2. Working with Metro Dynamics, we have put in place a new online portal which automatically updates the available data monthly (and will be available to Leaders and CPCA Boards at the end of October 2020). This will provide a single, reliable, source of data for all partners. As new data sets or information becomes available it will be added to the dashboard.
- 3.3. A monthly insight report will summarise the latest economic impact for Leaders and CPCA Board members.
- 3.4. Through Metro Dynamics, we have also looked at the original scenarios that were developed in the first draft of the LERS to assess the potential impact of Covid-19 against the CPCA's overall strategic objective of doubling GVA over 25 years and our component strategies in relation to skills and individual sectors.
- 3.5. Metro Dynamics have then assessed the proposed interventions in the draft LERS that were agreed in September, against the latest data and updated scenarios. This process has not in any way slowed down delivery of those immediate support projects that were already underway and approved. Instead, this ensures that the LERS is a genuinely living document, able to respond to further changes in the national and local position.
- 3.6. In order to strengthen our case for future investment from central government Metro Dynamics have also developed a clear logic chain, to show how the interventions in the LERS clearly link to evidence and are targeted so that they meet a clear need or opportunity and are directly linked to recovery.
- 3.7. A new revised LERS can be found in Appendix 1. It will then be further updated in January to ensure that it reflects the emerging position on employment and the trajectory of recovery.
- 3.8. In addition, a summary of the current assessment of the impact of interventions on different phases of recovery is at Appendix 2.

4.0 EXECUTIVE SUMMARY OF FINDINGS

- 4.1. The “V-shaped” scenario, where the economy recovers to join the pre-Covid growth trend in 2021, is no longer credible. Although at first glance the economy has rebounded quickly in the third quarter of 2020, **monthly** data shows that economic growth is already stalling.
- 4.2. While GDP has grown every month from May onwards, the rate of growth has been slowing, meaning that **overall** GDP is levelling out while it is still almost 10% lower than at the start of the year.
- 4.3. This reinforces the importance of the approach agreed by the CA Board in September of continuing to focus short term recovery interventions on shortening the period of any stagnation and supporting people effected to retrain and access new job opportunities as quickly as possible.
- 4.4. Analysing projects for their impact in different recovery phases suggests the following conclusions:
 - (a) The available evidence suggests that interventions targeted at reskilling and re-employment, including enterprise, will have the most immediate impact on economic and social recovery and the delivery focus on these should be relentless in the months ahead.
 - (b) The CPCA and its partners have very limited influence on wider market conditions, national and local restrictions and consumer confidence. Therefore, the short-term impact on business growth and trading is significantly outside our control, but the pace of a future rebound to growth will be influenced by what is done now. Therefore, investment to support inward investment, business scale up and growth and specific sectors is vital for longer term recovery and rebound, even if the very short term (2020 and early 2021) impacts are low.
 - (c) Long term investment in infrastructure, including housing, are still crucial to long term growth rates, consistent with the CPIER and Local Industrial Strategy. Where funding is not yet identified and approvals not in place, their impact on short term recovery and rebound should not be overestimated, and future project development will need to carefully reflect market conditions at the time and effectively embed actions that lock in social value and zero carbon benefits, which cannot simply be assumed.
- 4.5. Current forecasts suggest that jobs are most vulnerable in lower skilled sectors. If this continues, then retraining and reskilling becomes doubly important, as people affected may not find it easy to get jobs in more highly skilled sectors where growth may be concentrated. Reopening leisure and hospitality sectors may not replace a high percentage of jobs lost, as new technology and social distancing changes staffing levels, for example.

- 4.6. The long-term spatial impacts of behaviour change such as more home working are as yet hard to quantify. Technical spaces such as workshops and labs will remain in strong demand and ongoing investment in incubator space for firms with specialist requirements in a range of sectors, as well as larger scale cluster development appears at this stage to be a sound priority.

5.0 NEXT STEPS

- 5.1. The CPCA will work with our local stakeholders to implement the interventions that have now been ratified and prioritised with the benefit of this stronger evidence base.
- 5.2. Once noted by the Business Board, the LERS will be socialised with key stakeholders – both public and private sector.
- 5.3. Previous feedback and further comments received from stakeholders will be incorporated as part of a full refresh of the LERS, provisionally intended for January 2021.
- 5.4. In the meantime, the LERS will remain a live document and will be stress-tested against the monthly production of the monthly COVID-19 Impact Insight Dashboards where any new findings will be included in the intended January refresh of the strategy.

6.0 FINANCIAL IMPLICATIONS

- 6.1. The LERS includes a broad range of interventions each of which have financial implications (as detailed in Appendix 2).
- 6.2. However, these interventions are approved individually by the relevant authority outside of the strategy. Therefore, there are no direct financial implications to this report, other than those already in the medium term financial plan (MTFP).

7.0 LEGAL IMPLICATIONS

- 7.1. There are no legal implications

8.0 OTHER SIGNIFICANT IMPLICATIONS

- 8.1. There are no other significant implications

9.0 APPENDICES

- 9.1. Appendix 1 – LERS Main Strategy Document
- 9.2. Appendix 2 – Interventions Explained (LERS Appendix 1)

<u>Background Papers</u>	<u>Location</u>
Skills Committee 14 September 2020	Skills Committee 14 September 2020



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Item 3.1 – Appendix 1

Cambridgeshire & Peterborough
Local Economic Recovery Strategy (LERS)

November update

CONTENTS

Section

Acknowledgements

Foreword

- 1. *The Recovery Mission & Top-Level Strategy***
 - 1.1 Mission**
 - 1.2 Strategy in Summary**
 - 1.3 Interventions in Summary**
- 2. *The Data: Upon Which We Base Decisions***
 - 2.1 The backdrop: rising Covid cases**
 - 2.2 Impact on Businesses**
 - 2.3 Impact on People and Jobs**
 - 2.4 The Possible Shape of Recovery**
 - 2.5 The Impact of Brexit Brexit**
- 3. *The Strategic Approach: Mitigating Impacts, Creating a Springboard for Renewal & Growth***
 - 3.1 Opportunities**
 - 3.2 Challenges**
 - 3.3 Phases of Recovery**
 - 3.4 Priority Sectors**
- 4. Implementation & Investment**
 - 4.1 Need for Partners in Government to Invest**
 - 4.2 Layers of Implementation & Impact**

Appendices

Appendix 1 – Interventions Explained

Appendix 2 - The City, District & Town Level Recovery Strategies

Appendix 3 – Business Board LGF Investments

ACKNOWLEDGEMENTS

This recovery strategy has been a collaborative process strengthened by significant co-ownership and broader business community, education and public consultation. It is designed to be a living document, that evolves as the immediate and longer term impact of Covid 19 evolves. This Local Economic Recovery Strategy is a co-created product of the Covid-19 Local Economic Recovery Sub-Group, consisting of Local Authority economic development officers in partnership with representatives of all the key local business organisations. All Local Authority and business representatives have played an active role in shaping this strategy, within a highly collaborative and very positive environment. The vision and interventions developed by this group have been subsequently workshopped and developed by a sub-group of the CPCA's Business Board and undergone a local consultation process with 100 businesses.

The Local Authority officer, business representative and individual business leader input that has created the proposed strategy is recommended for adoption by the Business Board. As the longer term implications of Covid 19 emerge it will continue to be updated, alongside other strategies such as the Arc Prospectus, CPCA Investment Prospectus and CPCA LIS. Individual Local Authorities are expected to present this "whole of economy" recovery strategy to their cabinets for endorsement during October and November, which will lead to local recovery plans being developed in alignment, on the basis that it will evolve as the economic situation unfolds

The strategy is further underpinned by a common understanding that to lead the region to economic recovery, behaviours will also need to change in order to support the interventions proposed. All those involved in the creation of this strategy share a steadfast drive to make things happen and do things in new and innovative ways that are more collaborative and more impactful than ever before, setting the Cambridgeshire & Peterborough economy as a trailblazer and exemplar of sustainable and sustained economic recovery and renewal for the rest of the UK.

Contributors to development of the Cambridgeshire & Peterborough Local Economic Recovery Strategy include:

- Cambridgeshire & Peterborough Combined Authority & Business Board
- Cambridgeshire County Council
- Cambridge City Council
- Huntingdonshire District Council
- Fenland District Council
- East Cambridgeshire District Council
- South Cambridgeshire District Council
- Peterborough City Council
- Greater Cambridge Partnership
- Public Health England
- Police Commission
- Cambridgeshire Chambers of Commerce
- Federation of Small Businesses
- Opportunity Peterborough
- Cambridge Network

FOREWORD

Since March, employers and employees have had to encounter unforeseen challenges and we have seen incomparable levels of adaptability and resilience. The economy has begun to reopen following the end of the national lockdown, but the recent upsurge in cases nationally and globally, and further restrictions (so far outside the CPCA area) have continued to have a severe impact on people and businesses. As we seek to continue to reopen whilst managing the ongoing public health response in the weeks and months ahead, residents and employers will continue to meet a series of challenges and obstacles head-on to ensure survival before they can consider resuming on a new and very different journey of growth. We will also need to support those effected by the mental and physical health impacts.

Many employers in our region have also been directly involved in the national and international fight against the disease, from the global development and testing of vaccines, to uncovering effective medical treatments, through to the design and engineering of new ventilators for hospitals. In a time of crisis, this has highlighted the importance of rapid commercial innovation to our own economies and of the UK.

Our region's employees will also face huge challenges in the future. Many are already facing huge uncertainty with the very real threat of redundancy or, at least, a seismic change in their job looming. The future workers in our region, our young students, face the daunting prospect of entering a severely contracted jobs market that is now newly congested with competition from experienced talent who have found themselves jobless.

The huge and unprecedented response by National and Local Government has provided vital lifelines to residents, business leaders and entrepreneurs. This strategy sets out the actions needed now and the longer term. The investment and interventions it sets out are crucial if we are to avoid a situation in which recovery will be longer, less inclusive and the gaps between our sub-economies will widen.

We are determined to do better than just recover. The CPCA area is absolutely central to the UK's renewal and future growth. The major strategic investments that underpin our leading contribution to the UK's transition to a zero carbon, more sustainable economy, are set out in the Ox-Cam Arc Economic Prospectus and CPCA Spending Review submission.

We have been influential in ensuring that the five primary requests for funding in the Ox-Cam Arc Economic Prospectus were centred on innovation. Three are focused on net zero technology development. Cambridgeshire & Peterborough innovators are significant in those projects. We have also prioritised green recovery in the CPCA Spending Review submission, in which of the nine requests for funding, we have four that are about getting people out of cars and into bus or rail and two that are about developing new net zero technology. This means that 60% of the ideas we have set out for recovery across the OxCam Arc, and 77% of the CPCA's major initiatives are climate focused.

1. THE RECOVERY MISSION & TOP-LEVEL STRATEGY

1.1 The Mission

Our region is focussed on providing sustainable and healthy places in which to live and work. The core mission of our Covid-19 Economic Recovery Strategy is to:

“To lead the nation out of recession - by accelerating the recovery, rebound and renewal of our economy and achieving our ambition to double GVA by 2042 - in a new and more digitally enabled, greener, healthier and more inclusive way than ever before.

Accelerating recovery will be achieved through strengthening our businesses’ and workforce’ capacity for rebound and regrowth. Our local strategy is constructed to address the three phases of recovery and has 5 Pillars of delivery:



These 5 pillars align with and reflect the aims of the Local Industrial Strategy:

- People:** Through local collaboration and strong leadership, deliver a fair and inclusive economy by empowering local people to access the education and skills needed to meet the needs of the local economy and business, both now and in the future.

- **Ideas:** Ensuring that the area's economic base grows by harnessing innovation, enhancing Cambridge's position nationally and globally, especially around life science, artificial intelligence and data technologies, whilst bringing innovation-based growth to Peterborough and the Fens too.
- **Business Environment:** Accelerating and sustaining higher levels of business growth in start-ups and scale-ups, whilst attracting new and more knowledge intensive firms to our economy, to drive both growth and productivity.
- **Infrastructure:** Enhancing the current transport and housing infrastructure that is hampering growth in the south, whilst investing in commercial infrastructure to bring inclusive growth to the north.
- **Place:** Tailoring interventions to meet the needs of our cities and districts at local level.

The CPCA economy was in a very strong position at the start of the Covid 19 shock. We have the ability, track record and potential to lead the UK's recovery:

- Prior to Covid 19 the Cambridge City region was the fastest growing economy in the UK and is arguably the most likely to rapidly reverse the impacts of Covid 19 on overall output and regain its previous growth trajectory, which is vital for the UK's sustainable economy.
- One of a very few net contributors to the Treasury, with the potential to regain that position to aid Government in the recovery period.
- Breadbasket of England –over 50% of the UK's grade 1 highest quality land for food growing in the country, which is critical to sustainable food production and future food security in the UK. The Fens are also considered one of the country's greatest natural assets and wet ecosystems.
- A microcosm of the UK as a whole – with the potential to harness the strengths of the three local economies to demonstrate best practice in recovery.
- Global leadership in Life Sciences, Agritech and Education with 16% of the UK's knowledge intensive business services, with high potential for productivity and growth in recovery.
- Cambridge has more patent applications per 100,000 population than any city in the UK and more than western EU countries put together. Peterborough is another leading area for innovation - in top 15 UK Cities for patent applications, so the area leads in innovation.
- Peterborough has a major cluster in environmental technologies supporting the drive for green recovery.
- Peterborough and Cambridge are “smart cities”

1.2 The Strategy in Summary

Our recovery strategy includes the interventions that will have the most positive impact over the near/medium term whilst at the same time laying the road for longer term and sustainable recovery. Covid 19 has effected all sectors and communities, so our economic response is core to supporting people effected and ensuring we minimise the long term health and wellbeing impacts, working in parallel and supporting wider needs based public services locally.

Cambridgeshire and Peterborough is an industrially diverse region, made up of three connected but distinct sub-economies. This recovery strategy reflects our commitment to respond effectively to the specific needs of Greater Peterborough, the Fens, and Greater Cambridge – whilst building the connections and relationships that will unlock the full economic potential of the whole region.

Our interventions for medium-term recovery over the next 12-18 months will help ensure the C&P economy rebounds faster and with growth that is more inclusive, greener and sustained longer at higher rebound rates than would have naturally occurred. This also includes a specific focus being placed on those sectors and places in most need and with the longest forecast recovery rates so they start to recover sooner.

Planning for longer-term recovery by making strategic investments that enable greater future resilience, strengthen our economic assets, and address the inherent disparities across sectors and place, that have presented barriers to greater inclusive growth in the past, including:

- Skills deficits and lower quality employment in the north of the economy.
- Broadening the base of our knowledge intensive companies so that economic opportunities in resilient growth sectors are brought to more Cambridgeshire and Peterborough communities.
- Maintaining our standing as a world-leading centre for innovation – ensuring that international businesses continue to choose to grow or relocate here, and in doing so create inclusive opportunities.
- Providing an attractive commercial, housing and quality of life offer across our Cities and Market Towns for businesses and people relocating from major cities like the capital.
- Ensuring that the economies of the CPCA are developed sustainably to actively contribute to tackling Climate Change and adapting to its impacts.

Supporting appendices:

Details on all our proposed interventions can be found in **Appendix 1: LERS Interventions Explained.**

Details on proposed intervention priorities and actions at local level can be found in **Appendix 2: City, Districts and Town Level Recovery Strategies.**

In addition, of course, are the many other, powerful interventions and initiatives of the Business Board, the wider Combined Authority and its key partners, that make up the 5 Pillars of our COVID 19 Local Economic Recovery Strategy. Details on Business Board LGF investments that will support economic recovery by creating 50,644 new jobs to 2042 can be found in **Appendix 3: Business Board LGF Investments.**

1.3 The Interventions in Summary

We have categorised our recovery projects into three groups: **Primary**, **Secondary** and **Tertiary**.

Primary interventions are those which have been approved for funding and have clear cost benefit data, showing how money spent links through to jobs, skills, and other outcomes.

Secondary interventions are those which are either approved in principle but don't yet have clear cost and benefit data; or those which have cost benefit data but where lobbying for funding is ongoing.

Tertiary interventions are those which neither have clear cost-benefit data nor are formally approved.

Impact assessment methodology

We have given an indicative assessment of the impact of each intervention in the three different phases - Recover, Rebound and Renew. 1 is lower impact and 3 is higher. It is important to note that many projects have higher impact in some phases than others. This should be a strength not a weakness. It means they are targeted at a specific need or opportunity. Some projects also score relatively low, simply because they were immediate recovery projects and relatively small scale - but again, that does not mean that they were not worth doing.

PRIMARY INTERVENTIONS

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A1	A TOTAL OF £29M INVESTMENT INTO NEW BUSINESS GROWTH SERVICE TO DELIVER REBOUND & GROW COACHING SERVICES	BGS APPROVED AND FUNDED	£2,264 per job	3	3	3	If the economy remains in survival mode for a prolonged period, the growth service may have to focus on helping firms access financial support ahead of ambitions for long-term growth
A2	£4M OF TARGETED INVESTMENT INTO NEW INWARD INVESTMENT SERVICE TO ATTRACT MORE FIRMS	BGS APPROVED AND FUNDED	£3,000 per job	1	3	3	While the outlook remains uncertain, firms may be cautious about making major new investments
A3	£18M EQUITY INVESTMENT INTO THREE NEW LIFE SCIENCE AND TRANSPORT TECH-ACCELERATORS	LGF APPROVED AND FUNDED	£827 per job	1	2	3	Tenants could be at higher risk due to Covid uncertainty, increasing the risk of funding spent on empty buildings

NOT GOVERNMENT POLICY

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A4 + A5	£500K OF CAPITAL GRANTS & START-UP ADVICE FOR EMPLOYEES TRANSITIONING TO ENTREPRENEURSHIP	BGS APPROVED AND FUNDED	Capital Grants - £4,000 per job created. Growth advice - £2,264 per job.	2	3	3	If there is another significant economic downturn, new entrepreneurs will be facing a very harsh environment
A6	FOCUSING RECOVERY & GROWTH WHERE IT CAN IMPROVE HEALTH & WELLBEING MOST	EXPANDED ACTIVITY WITHIN BGS	£2,264 per job	1	1	3	-
A7	£30M INVESTMENT INTO A NEW UNIVERSITY FOR PETERBOROUGH (PHASE 1) PLUS FURTHER £20M INVESTMENT INTO R&D CENTRE (PHASE 2)	APPROVED AND FUNDED BY CPCA, LGF, ARU AND PCC	£3,000 per skills outcome £2,142 per job	1	3	3	Many of the courses offered will not be easily deliverable online, so virus resurgence may challenge delivery
A8	£2.5M INVESTMENT TO INCREASE SKILLS CAPACITY IN THE CONSTRUCTION SECTOR TO SUPPORT A BOOST IN INFRASTRUCTURE INVESTMENT	LGF APPROVED AND FUNDED	Entry level: £550 per learner Level 1: £600 per learner Level 2: £2,000 per learner	2	3	2	-
A9	CONNECTING DISPLACED TALENT	BGS APPROVED AND FUNDED	£1,428 per individual skills outcome	3	2	1	-

NOT GOVERNMENT POLICY

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A10	£125K INVESTMENT INTO MORE RESOURCES INTO SCHOOLS TO BETTER CONNECT LEAVERS WITH JOBS	BGS AND CAREERS AND ENTERPRISE COMPANY – APPROVED AND FUNDED	£120 per learner	3	2	1	-
A11	LEVERAGING THE ADULT EDUCATION BUDGET TO IMPROVE DIGITAL SKILLS	AEB APPROVED AND FUNDED	£1,100 per enrolment	3	2	1	-
A12	£450K OF INNOVATE TO GROW GRANTS FOR SMALL FIRMS WITH BIG IDEAS	BGS APPROVED AND FUNDED	£6,000 per job	3	3	2	-
A13	£5M INVESTMENT INTO NEW MANUFACTURING & AGRI-TECH INNOVATION LAUNCH PADS	£5M LGF APPROVED AND FUNDED £20M APPROVED AND FUNDED BY GBF, PCC AND PHOTOCENTRIC	£2,350 per job	2	3	3	-

NOT GOVERNMENT POLICY

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A14	£715K INVESTMENT INTO A SMART MANUFACTURING ASSOCIATION IN THE NORTH OF THE ECONOMY	LGF APPROVED AND FUNDED	£2,173 per job	1	1	3	-
A15	£100M INVESTMENT IN STIMULATING THE HOUSING MARKET	CPCA APPROVED AND FUNDED	Peterborough: £35k per 'Shared' unit / £45k per 'Affordable' unit. Cambridge: £50k per unit. Based on 2,000 units. For £100k Homes & Community Land Trust – zero net cost per unit	1	1	2	Possible developers may have a lower appetite for trying new products if pessimistic about the future
A16	£13.9M OF INVESTMENT TO SUPPORT FOR CITY & TOWN CENTRE FIRMS TO REBOUND	CPCA APPROVED AND FUNDED	£7,000 per job (target)	3	3	1	Town centre recovery may be delayed due to future restrictions on non-essential retail, and a resurgence of the virus will damage consumer confidence
A17	£145K INVESTMENT TO SUPPORT FOR THE VISITOR ECONOMY TO RECOVER & ADAPT	ERDF APPROVED AND FUNDED	£1,160 per job (retained)	1	2	1	This scores low simply because of the scale of the intervention. Restrictions on travel may limit the ability of the visitor economy to recover

SECONDARY INTERVENTIONS

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A18	A £500M LIFE SCIENCE INNOVATION NETWORK TO PRODUCE A NEW GENERATION OF UNICORNS	PROPOSED ACTIVITY ACROSS OXCAM ARC SUBMITTED IN OXCAM CSR	£10,000 per job	1	1	3	-
A19	GUARANTEED TRAINING & INTERVIEWS FOR JOBS IN HEALTHCARE & CONSTRUCTION (SECTOR BASED WORK ACADEMIES PILOT)	DFE APPROVED AND FUNDED	No data or forecast available	3	2	1	-
A20	NEW FUNDING FOR TRAINING FOR SCHOOL & COLLEGE LEAVERS UNABLE TO FIND A JOB	DFE APPROVED AND FUNDED	No data or forecast available	3	1	1	-
A21	£80.1K INVESTMENT INTO LOCAL PILOTING OF A NEW RETRAINING SCHEME	DFE APPROVED AND FUNDED	No data or forecast available	3	2	1	Some uncertainty as to new growth sectors and professions post-covid

NOT GOVERNMENT POLICY

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A22	£1M CPCA DIGITAL INFRASTRUCTURE PROGRAMME “KEEPING EVERYONE CONNECTED”	CPCA APPROVED AND FUNDED	No data or forecast available.	2	2	1	N/A

TERTIARY INTERVENTIONS

App. 1 ref	Description	Funding	Cost per job/outcome	Impact on Recover	Impact on Rebound	Impact on Renew	Risks in a worst case scenario
A23	£50M INVESTMENT IN RECOVERY AND DEVELOPMENT OF THE CREATIVE ECONOMY	PROPOSED ACTIVITY BY CAMBRIDGE CITY & GCP - FUNDING TBD	No data or forecast available.	1	2	3	Social distancing into the longer term may make it very challenging for the creative sector to recover
A24	FRAMEWORK FOR SUSTAINABLE ECONOMIC DEVELOPMENT	PROPOSED BY CAMBS COUNTY COUNCIL - FUNDING TBD	No data or forecast available.	1	2	3	-
A25	RESOURCE AND WASTE CIRCULAR ECONOMY BUSINESS MODELS	PROPOSED BY CAMBS COUNTY COUNCIL - FUNDING TBD	No data or forecast available.	1	2	3	-
A26	£20M OF LOCALLY INTEGRATED FUNDING FOCUSING ON ALL POST-16 VOCATIONAL EDUCATION TO SUPPORT RETRAINING OF WORKERS IN TRANSITION ACROSS SECTORS	PROPOSED BY CPCA – FUNDING TBD	No data or forecast available	1	2	3	There is some uncertainty around which sectors will emerge as winners after the pandemic, and therefore where retraining efforts would be best focused.
A27	ADVANCED DIGITAL INFRASTRUCTURE DEPLOYMENTS TO SUPPORT ACCELERATORS AND INCUBATORS	PROPOSED ACTIVITY BY CONNECTING CAMBRIDGESHIRE – FUNDING TBD	No data or forecast available.	1	1	2	-

NOT GOVERNMENT POLICY

A28	ADAPTING COMMERCIAL SPACE PROVISION TO REMOTE WORKING	PROPOSED ACTIVITY BY SOUTH CAMBRIDGESHIRE & CAMBRIDGE AHEAD – FUNDING TBD	No data or forecast available.	1	1	3	-
A29	LOCAL AUTHORITY PLANNING ADAPTIONS FOR HOUSING & SCHOOLS RENEWAL	PROPOSED ACTIVITY BY CAMBRIDGE CITY COUNCIL – FUNDING TBD	No data or forecast available.	1	1	2	-
A29(a)	£155M INVESTMENT INTO DEVELOPMENT OF NEW COUNCIL HOMES (CASE INVESTMENT)	PROPOSED ACTIVITY BY CAMBRIDGE CITY COUNCIL – FUNDING TBD	No data or forecast available.	1	1	2	N/A

2. THE DATA: *UPON WHICH WE BASE OUR DECISIONS*

Partners in the CPCS area have put in place a robust and evolving approach to understanding the emerging impacts of Covid-19 across a wide range of economic and social indicators and how they impact on communities, services and business.

Our approach has two main elements. Firstly, we have carried out a number of point in time analysis reports, to take stock at different phases of the crisis so far. This includes external analysis from Hatch and Metro Dynamics in July and October 2020 respectively, regular business surveys and a September analysis of the impact on needs based services carried out by Cambridgeshire County Council's Research Group.

These analysis reports sit alongside a new dashboard of local economic and social impact data and analysis of its implications that is updated monthly and will be expanded as new relevant data sets become available.

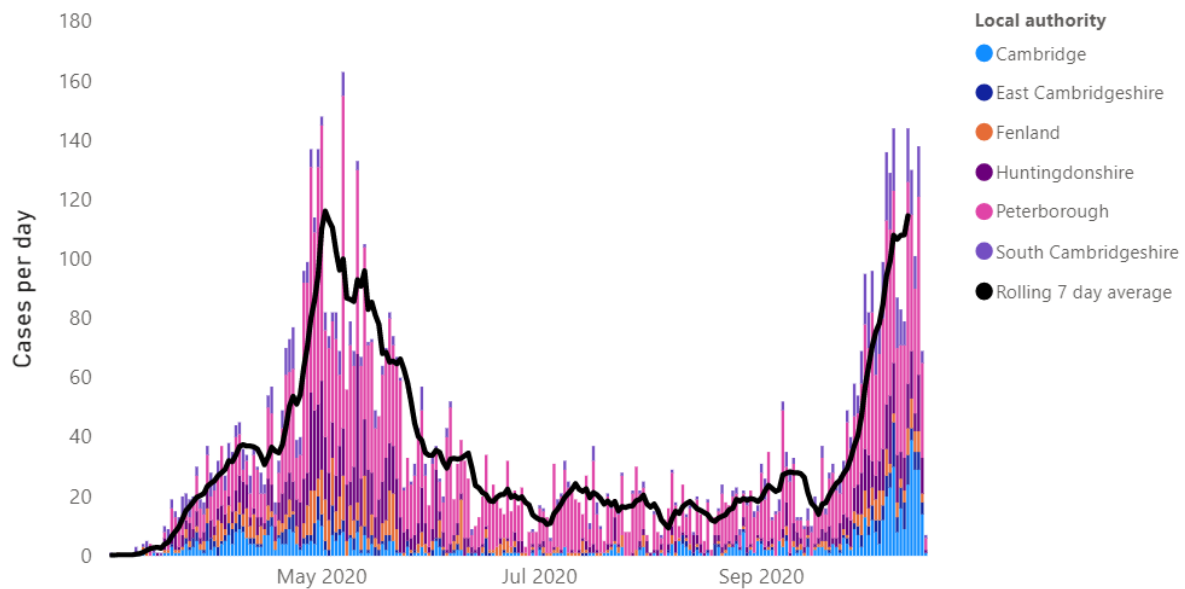
2.1 The Backdrop: Rising Covid Cases

Since the first version of this recovery plan was prepared it is clear that cases are rising again across the CPCA area.

Currently, the area has been spared some of the much higher rates seen in other parts of the country, and every district is in the Government's "Tier One" of having lower restrictions. However, this will not necessarily remain the case. Many cities have seen outbreaks at local universities, and students at Cambridge University have returned later than in most other cities. It should also be noted that cases of Covid-19 have been much higher in Peterborough than elsewhere in the Combined Authority.

Google Mobility data shows that the steady return to leisure and retail spaces dropped off as cases began to rise again during September. This suggests that, even in Tier 1 areas, the rule of six and general concerns are having an impact on consumer behaviour and that support for affected businesses and workers will continue to be needed for longer than Government had originally planned. This is reflected in the 22nd October announcement of further support for Tier 2 area businesses.

Daily Covid cases by District in CPCA since beginning of March



8,373

Total cases

84

cases (rolling 7 day average)

1,650

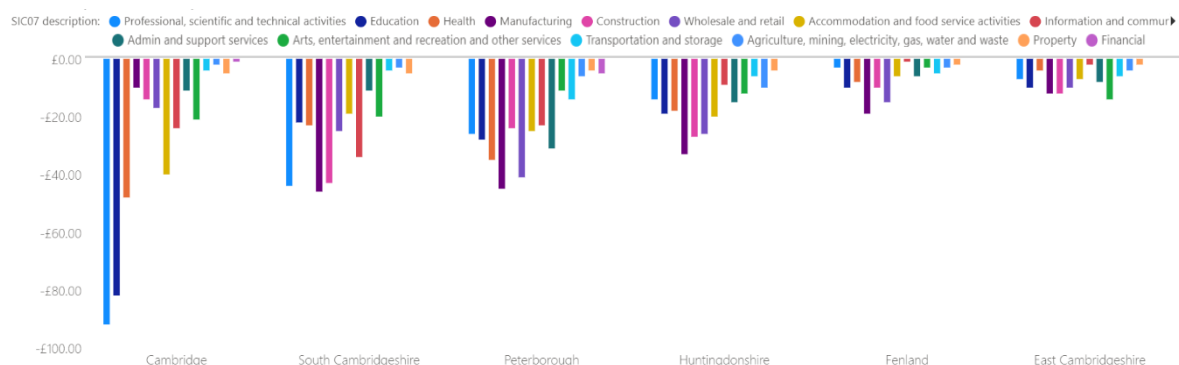
tests (rolling 7 day average)

Source: Metro Dynamics Dashboard, data up to the 21st October. Cases in the last few days should be disregarded due to reporting delays.

Immediate Economic Impact

Applying ONS GDP impact numbers to local sectors suggests that in quarter 2 of the year, our area experienced a £1.3bn loss in output. While this is less severe than previous analysis suggested, it is still a big impact, which has been felt especially in Cambridge.

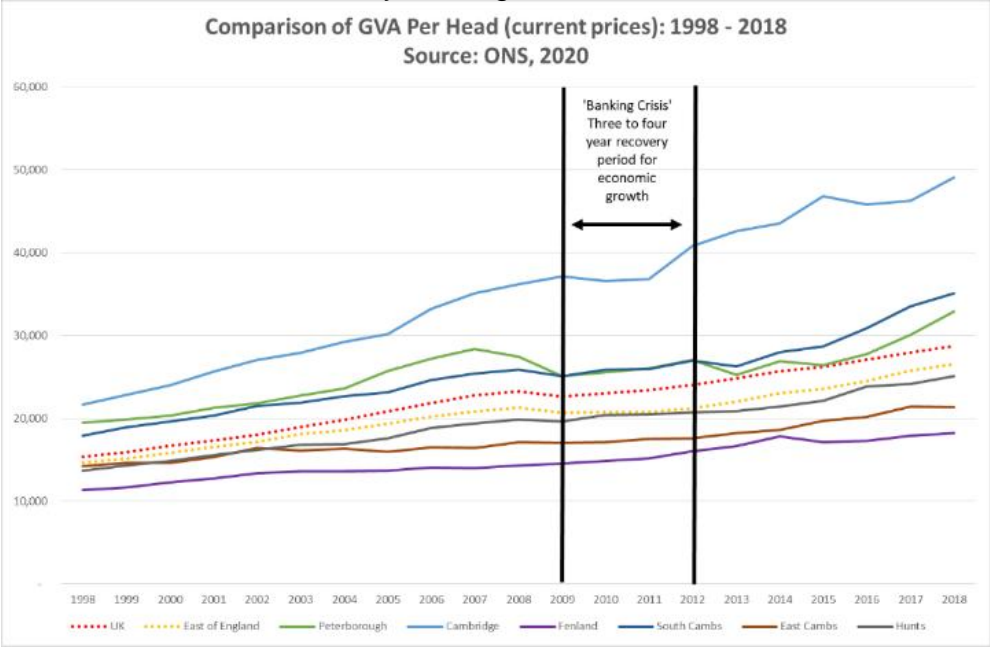
Q2 sector impact across CPCA



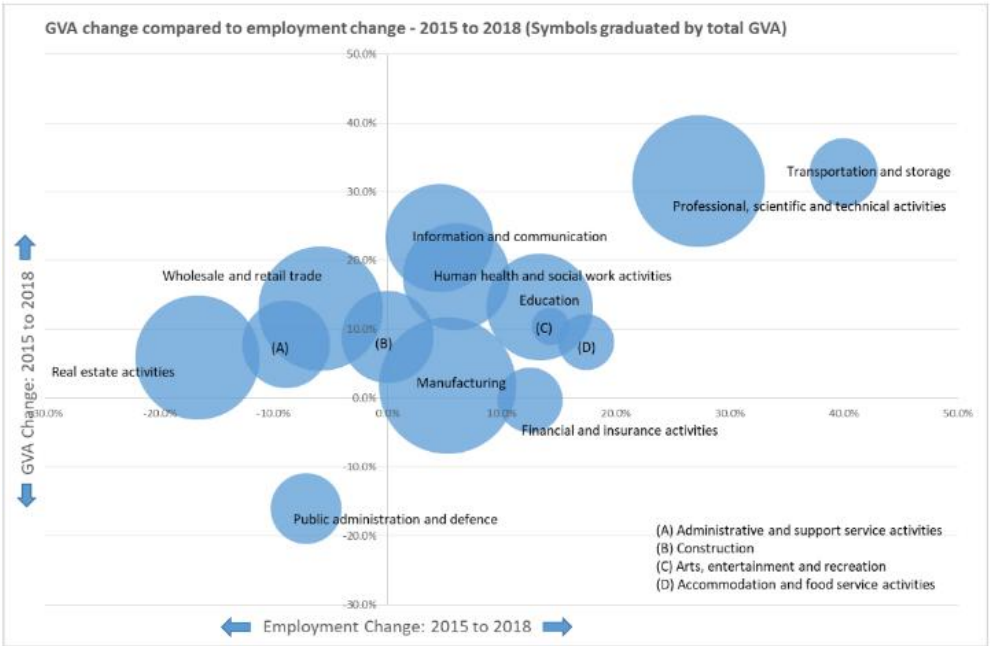
Source: Metro Dynamics analysis of ONS GDP Quarterly Estimates

Extracted from Metro Dynamics dashboard

The long-term (1998 – 2018) trend in Gross Value Added (GVA) broadly illustrates that the 2008/09 'Banking Crisis' recession led to a three- to four-year (depending on district) stagnation in economic growth before a very strong recovery led primarily by Cambridge and South Cambridgeshire and latterly by Peterborough. Indeed, Cambridge recovered the economic value lost during the 2008/09 recession much quicker than other areas, effectively leading the UK out of recession.



The sectors leading both employment and GVA growth over the previous three years (2015 – 2018) for the CPCA area have been Professional, Scientific and Technical Activities (based in the Greater Cambridge area), Information and Communication, Education, Transport and Storage, and Human Health and Social Work Activities.



Interestingly, sectors expected to be worse hit by the current crisis have grown alongside the sectors mentioned above, e.g. Accommodation and Food Services, but contribute a relatively low proportion of the area's GVA. Indeed, whilst employment in the Accommodation and Food sector is high, approximately 27,000 employee jobs, productivity is low (approximately £20k GVA per job compared to £54k per job in the Professional, Scientific and Technical sector). Alongside this, the level of skill (measured in terms of average qualification levels) is also relatively low in the areas most at risk of further redundancies. This underlines the potential 'skills challenge' that the area faces; can people losing work in one sector be supported to transfer to higher skilled and more productive work in another sector?

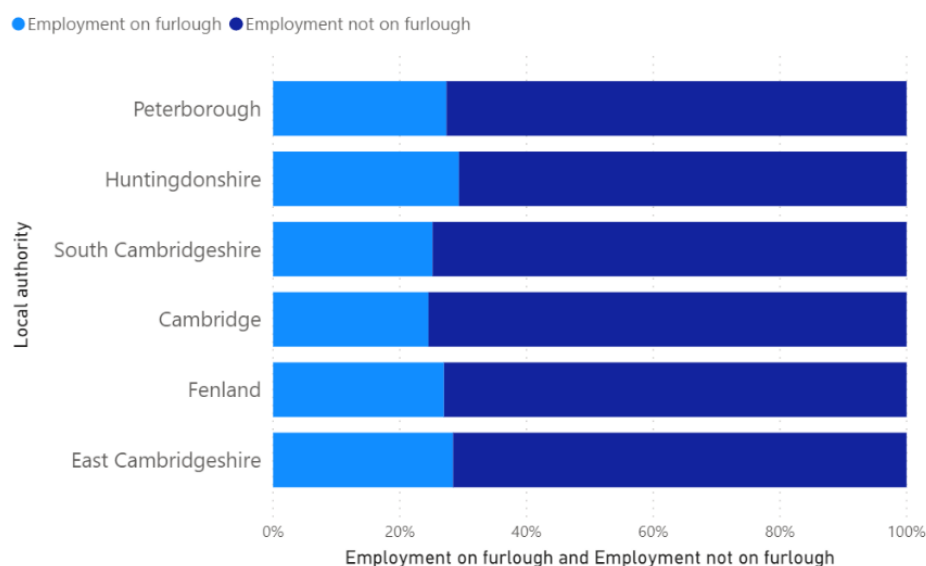
2.2 Impact on Businesses

Survey data nationally and locally shows that businesses have continued to reduce immediate overheads where possible. Some have successfully pivoted to new approaches and markets, but where consumer demand is down, there is little that firms can do apart from try to survive. Recent upward trends in cases, the rule of six, 10pm rule and further restrictions in Tier 2 and 3 areas have further dampened confidence in affected sectors. There is growing anecdotal evidence that both manufacturing and service firms who have now had people on furlough for a number of months have found technology-based work arounds and will not look to bring them all back.

Across the UK economy, 62% of those in the construction sector who had been furloughed at the peak of furloughing were back at work by the end of July. Much lower rates were seen in the professional, scientific, and technical sector (34%) and the information and communication sector (29%). This suggests that where work is less hands on, people are being brought back more slowly, and *may* precipitate a white-collar unemployment increase, although this would also arguably see a long heralded increase in service sector productivity driven by more rapid technology adoption.

At the end of July, rates of furlough were fairly constant across Cambridgeshire and Peterborough, ranging between 24% in Cambridge and 29% in Huntingdonshire.

Furloughing rates by local authority at July 31st



Source: *Extracted from Metro Dynamics dashboard*

Firms are also continuing to review supply chain resilience, particularly as firms turn their attention to Brexit, having been focussed on Covid 19. The longer-term effects on the commercial property market are still unclear, although shared workspaces and city centre commercial space nationally have seen declining occupancy rates in the short term. Demand for lab space and technical production and research space has not shown any evidence of significant decline.

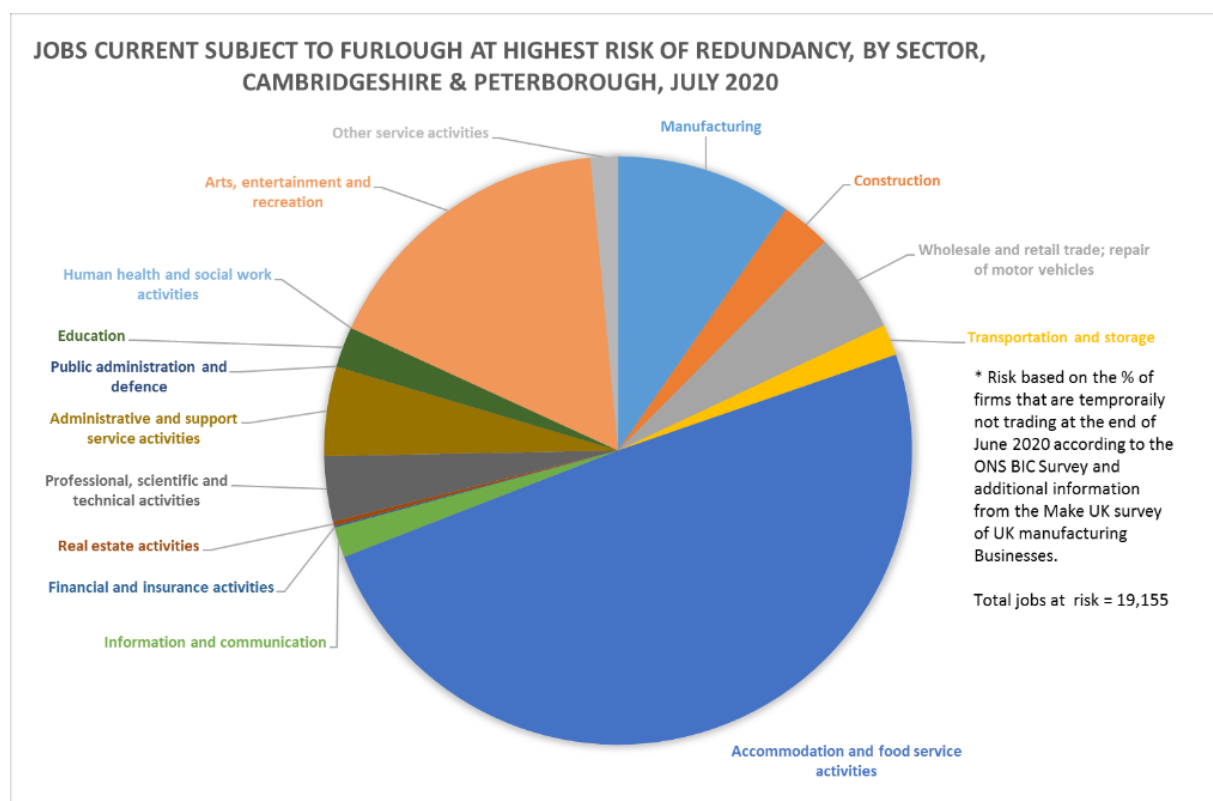
We will continue to monitor the development of trends in commercial property space, homeworking and travel patterns, recognising that these are long term in nature and that we are still in the early stages of this pandemic.

Early research in July 2020 combined local and national surveys and showed that around half (46%) of business respondents reported that they had effectively shut down during the Covid-19 lockdown and more than 17% reported that there 'was a good chance' that the business wouldn't recover. Local business surveys have continued as the crisis has evolved – for example Enterprise East Cambridgeshire are conducting a Business Recovery Survey for which the results will be available imminently.

Businesses have also consistently reported their plans to reassess supply chain resilience following the disruption. This has led to discussion of a possible increase in onshoring to boost resilience – though the end of the transition period with the European Union is likely to be more significant. Businesses are likely to reassess both the cost and the use of commercial property space, with some downsizing premises to take advantage of the acceleration of homeworking. Impacts on further education could possibly see an increase in the rate at which the labour market demands higher, level three or above, qualifications. Infrastructure demands are also likely to be different, focusing on the roll out of digital connectivity and changes in usage patterns for public transport.

The number of claimants is still much lower than the reported (HMRC August 2020¹) 115,000 jobs (27% of all jobs) in the CPCA area that are currently protected by the Job Retention Scheme. With the scheme changing from the end of October it is likely that further redundancies will occur. It is still too early to tell how many jobs will be affected and how the January 2021 job retention bonus will affect or delay redundancies.

One way to provide a sense of relative risk by sector is to consider the national profile of businesses temporarily closed according to the on-going ONS Business Impact of Covid-19 (BIC) Survey² and combine this with the furlough profile³ and local employee data⁴. The assumption being that the risk of further redundancies is far greater for sectors where many businesses are still paused (as at end June 2020) compared to those that have a proportion of workers on furlough but are also continuing some business activity. This provides a first estimate for Cambridgeshire and Peterborough of approximately 17% of jobs currently being protected by furlough possibly becoming redundant when the scheme ends; materially, this would double the current claimant rate. Approximately half the jobs at risk are in the Accommodation and Food sector with a further 18% in Arts and Entertainment and 6% within Retail.



Commentary from Cambridge Econometrics⁵ supports this assumption with an anticipated transition from economic problems centred upon 'production' (the

¹ <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-august-2020>
² <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-july-2020>

³ <https://www.ons.gov.uk/economy/economicoutputandproductivity/output/datasets/businessimpactofcovid19surveybicsresults>

⁴ Local Profile has been requested from HMRC, Eastern Region Profile has been used 17th July 2020.

⁵ Employee Jobs, 2018, Source NOMIS

⁶ <https://www.camecon.com/blog/the-economics-of-the-coronavirus-pandemic/>

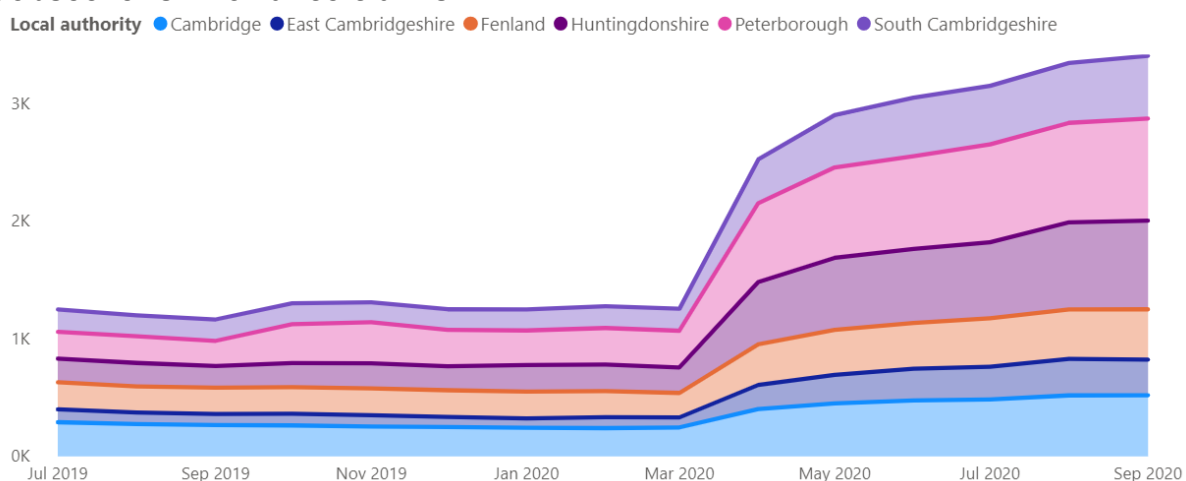
lockdown impacting supply chains and the creation of economic value) to problems of ‘consumption’; in particular a contraction in demand for consumer goods and services.

We will continue to build in to our evidence and assessment of potential business impacts new surveys or studies that emerge. For example, we have incorporated a more specialist survey from MakeUK of manufacturing businesses, which reports that 53% of manufacturing firms with some staff on furlough expect to make redundancies for the most part affecting up to 25% of the workforce. Applying this to our local profile for furlough employees implies that around 1,800 local manufacturing jobs are at risk.

2.3 Impact On People And Jobs

Claimant rates have more than doubled across CPCA. While the biggest jump was between March and April, rates have continued to climb. There is a suggestion of some levelling off between August and September, but an uncertain economic outlook means further significant rises should not be discounted.

Jobseeker's Allowance claims



Extracted from Metro Dynamics dashboard

The extent to which these high numbers persist will depend on the ‘shape’ of the recovery (discussed in later paragraphs). It should be noted though that whilst Cambridgeshire and Peterborough returned to economic growth in 2012, relatively high claimant rates persisted through into 2015. Unemployment is general is a lagging indicator, but the unique nature of this recession means it isn’t clear how quickly it will contract.

The increase in claimants has exacerbated the sub-regional inequalities identified within the CPIER⁶. *Peterborough’s claimant rate has worsened significantly compared to that of Great Britain* whereas areas in the south of the Cambridgeshire and Peterborough region have seen relatively low increases in claimant count

⁶ Cambridgeshire and Peterborough Independent Economic Review

compared to the country as a whole. Fenland has seen a slight worsening compared to Great Britain but may have been partly insulated from the economic shock due to the relative importance of the food production and processing sectors in the area which have continued to operate during the lockdown.

Social Impacts and Needs Assessment

Effective support for those who could potentially ‘fall out’ of the job market in the same way as a result of the current recession is key to minimising the long term damage experienced by people and society. So too is support for people affected by shorter term restrictions on economic and social activity. We estimate that a possible 19,000 adults could develop anxiety and 59,000 develop depression (a 104% increase) from the impacts of social and economic restrictions alone with 18% of people experiencing unemployment developing mental ill health as a result.⁷

Youth unemployment has also risen dramatically, with our young people overrepresented in sectors at risk and entering a labour market in which they are likely to be both less entry level opportunities and opportunities for progression into higher wage roles.⁸

The numbers of JSA claimants aged 16-24 has risen from 95 by 263% to 290 between March and September, compared to 186% nationally. If we combine this with the number of young people claiming Universal Credit and seeking work then the figure for September was **5,400 claims** from 16-24 year olds, with a growth of **143.8%** since March compared to nationally **121.9%**.⁹ There is ample research to show that this is likely to have a long-term negative impact on these young people’s future employment outcomes, which will have ramifications for the local labour market for decades to come.

2.4 The Possible Shape of Recovery

Since the September version of the LERS, the incidence of the virus has begun to increase steadily again, with concentrated clusters seen particularly in the North West and large cities with big student populations. As a result, the idea that the economic hit of Covid-19 was a one-off event from which the economy is now recovering has been thrown into doubt. It is therefore important to refresh thinking about possible forward paths for the next few quarters. We have developed three scenarios for the future growth of output:

- 1. Best realistic case: a quick return to old growth rates.** In this scenario, the recovery continues to level off, but the economy quickly regains its rhythm, with growth *rates* (if not overall *levels*) returning to pre-crisis normal. In Cambridgeshire and Peterborough virus rates are kept under control through

⁷ Impacts of Covid 19 in Cambridgeshire and Peterborough Needs Assessment September 2020

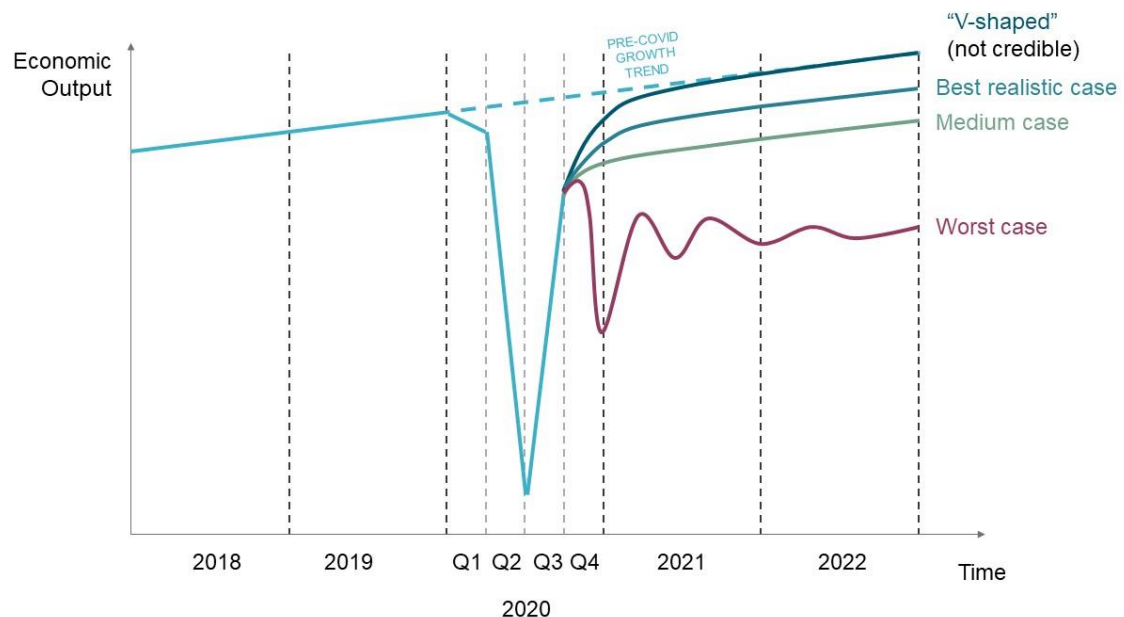
⁸ As above

⁹ Metro Dynamics analysis of DWP data

generally high adherence to social distancing norms, meaning further economic curbs are not necessary and consumer confidence returns. Pre-pandemic output levels are regained by the end of 2022.

2. **Medium case: a cautious road back to growth.** In this scenario, the recovery peters out rather more quickly, as new restrictions “put the brakes on”, with the return of consumer and business confidence stunted. However, the majority of economic activity currently happening is able to continue in a Covid-secure manner, allowing growth rates to return, but starting from a lower base.
3. **Worst case: Oscillations, scarring, and long-term damage.** In this scenario, a strong resurgence of the virus, combined with less public willingness to follow guidelines, leads to strict curbs on economic life, with several sectors shut down again. While this does not return the economy to levels seen in Q2 of the year (as a better understanding of the virus allows more activity to continue), the fall in GDP is large by historic terms. Continued reopening and closing during the wait for a vaccine leads to an oscillating growth pattern, which becomes more muted over time. However, the damage of economic “scarring” to the supply side means long term output is significantly below pre-crisis levels, with growth stagnant.

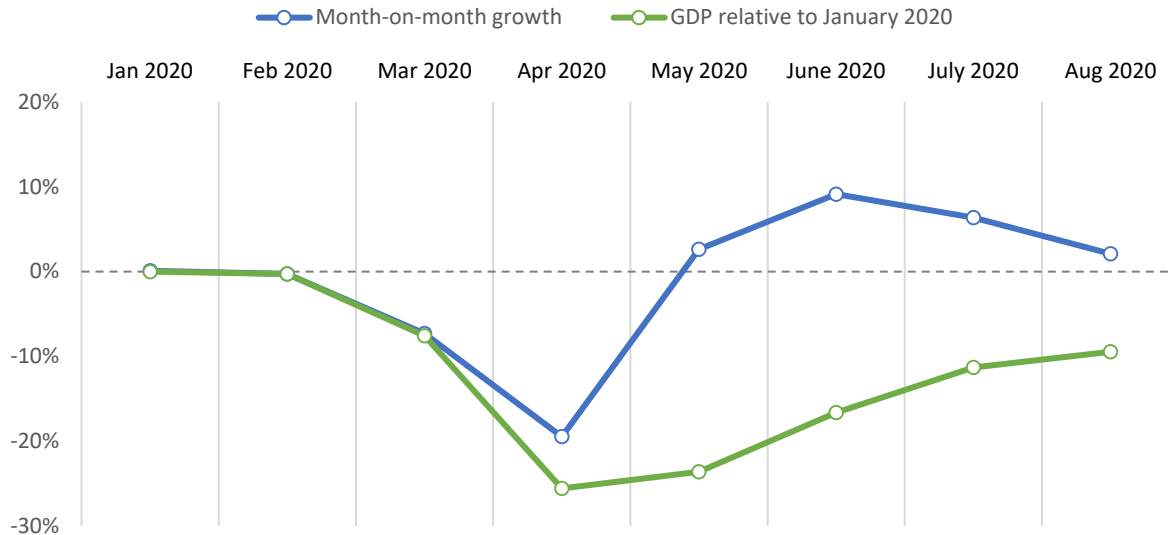
Illustrative scenario diagram



We also include a “V-shaped” scenario, where the economy returns to its pre-covid growth trend in 2021. However, we do not deem this to be credible, and it is important to acknowledge this. Although at first glance the economy has rebounded quickly in the third quarter of 2020, when you examine the *monthly* data it becomes clear that economic growth is already stalling. While GDP has grown every month from May onwards, the rate of growth has been slowing, meaning that *overall* GDP is levelling out while it is still almost 10% lower than at the start of the year. August’s GDP was only 2.1% higher than July’s, in spite of the widespread take up of the Eat Out to Help Out scheme in that month. If month-on-month growth continues to fall,

the economic recovery will stop fairly abruptly. The focus of most recent Government intervention is to prevent recent output in recovery from slipping back to far, as the infection rate rises again.

Monthly GDP growth begins to stall



Source: Metro Dynamics analysis of ONS monthly GDP data

2.5 The Impact of Brexit

As of October 2020, the outcome of the post-Brexit trade talks between the EU and the British Government remain uncertain. A deal still remains possible and is perhaps still the most likely outcome. According to the Bank of England the positive side of an outcome being reached in the talks is the 'reduction in drag' on investment; whereby investment that is currently 'on hold' is made in the UK once its trading position becomes clear. Set against this is the potential for additional trade barriers with the EU hampering business activity.

The London School of Economics (LSE) is one of the first organisations to produce a combined analysis of Covid-19 and Brexit¹⁰. Their analysis shows that sectors affected by Brexit are generally different to those currently impacted by Covid-19. When comparing the effect of Covid-19 with the predicted impact of increased trade barriers with the EU, there is some evidence that those less hit by Covid-19 are likely to suffer more from Brexit e.g. Electrical and Optical Equipment and Chemicals and Chemical Products.

That is not to say there will be a 'double whammy' rather the impact of Brexit will overlap, or possibly be partially masked by Covid-19. For example, the Institute of Economic Affairs suggests that "any costs from a change in our relationship with the EU are likely to be trivial compared to the impact of Covid-19 on GDP". The worst scenarios for Brexit (UK Government, 2018) suggested an 8% reduction in GDP over

¹⁰ <https://www.lse.ac.uk/News/Latest-news-from-LSE/2020/g-July-20/Brexit-hit-looms-for-industries-that-escaped-worst-of-pandemic>

a period of years whereas the Covid-19 crisis is already estimated to have reduced UK GDP by 13.8% in a single year.

Regardless of the outcome of talks it is evident that the resources expended in responding to Covid-19 has set back planning for Brexit at both a government and business level. The transition period ends on 1st January 2021, so business adaptation may now necessarily be hurried. This is where the most important local policy response lies, in supporting businesses with rapid adaption as the position for January 2021 becomes clear.

3. THE STRATEGIC APPROACH

3.1 The Opportunity

The Cambridgeshire & Peterborough economy is already home to a high concentration of high-growth firms and a highly skilled and entrepreneurial workforce. We are one of a small number of regional economies that provide a net contribution to the Treasury and offer the potential to play an important role in leading national economic recovery from the impacts of Covid-19. The regions strength comes from:

Greater Cambridge which is the UK's fastest growing economy and the most likely part of the county to recover quickest to help regain the £3.7bn GVA lost. It gives us Global Leadership in life sciences and education and has the largest share (16%) of the UK's knowledge intensive business services. It generates more patents per head of population than any city in the UK and more than all the EU put together.

Greater Peterborough which has reinvented itself as a Smart City, with leading levels of digital connectivity and a major cluster in environmental technologies. It is home to a high-tech manufacturing base that has grown whilst the sector has shrunk nationally, now representing 18% of its businesses, compared to 9% nationally.

The Fens which are considered one of the country's greatest natural assets and contain over 50% of the UK's grade one, highest quality, land for food growing.

However, there is still much untapped potential and, as markets recover to a new norm and permanent shifts in customer behaviours and workforce practices, offers a fantastic opportunity to support our brightest firms to adapt to grow faster, longer and more sustainably, given the right support and investment. Successful implementation of this Economic Recovery Strategy, with the right investment from our partners in Central Government, will enable this national powerhouse economy to return quicker to our previous growth trajectory and our previous contribution of £5bn pa to Treasury to help finance recover in other areas of the UK, especially in the midlands and north. The spine of our strategy focuses on solutions based on:

- **Primary Interventions** - programmes already planned within the LIS, for mobilisation in the 3rd quarter of this year, adapted to post Covid-19 recovery conditions.
- **Secondary Interventions** - entirely new interventions funded through combinations of local and national funding.
- **Tertiary Interventions** – wider policy changes and local tailoring and facilitation of national programmes to take account of our specific economy and communities, optimising them for local conditions and amplifying their impact

All of this is underpinned by a focus on sustainability and building future economic resilience, which is prioritised in the CPCA and OxCam Arc approaches to Government for future long term investment.

3.2 The Challenges

To double the size of our economy, and prior to Covid-19, GVA growth needs to average at 2.8%, a challenging target which requires growing both employment and productivity. To meet this challenge, the Business Rebound & Growth Service was tasked by the Business Board, to stimulate business growth in firms to generate an additional 5,890 jobs, measured over the 3 years the Service's delivery and the following 3 to capture the delayed effects between intervention and jobs growth realisation. This would have produced a net-impact on additional jobs growth of 982pa, substantially contributing to the required 1,254pa to enable the doubling of our economy. In addition, there are the many other, powerful interventions and initiatives of the Business Board, the wider Combined Authority and its partners such as GCP, that make up the five pillars of our Covid-19 Local Economic Recovery Strategy. Both the original and a future revised Local Industrial Strategy and Local Economic Recovery Strategy will support our businesses and people to rebound and regrow to still meet and beat our target to double our economy by 2042¹¹.

In this unprecedented situation, it is difficult to predict over what period recovery can occur, but, subject to new waves of virus, we have experience from other economic recessions, where local economies bounced back faster than in some other areas of the country, to reset their net contributions and to support the area's growth. Critical to recovery in this case is activity which supports the retention of current employment, supports businesses to restructure where required, supports skills development and transfer for those transitioning employment, but as importantly, supports the creation of new jobs and related infrastructure. Further strengthened by a strong innovation and skills base, this gives Cambridgeshire & Peterborough a differentiation from other areas in the UK.

Even before Covid-19, the CPIER (2018), had already identified challenges to such growth in particular with infrastructure around housing as well as transport. In addressing both of those, the recovery approach needs to continue an evolving paradigm around housing. Changes in employment practice resulting in more flexibility in working from home for some, the demographic changes which see us living for longer but having changing needs in housing as we age, as well as evolving demands for younger generations, will see developing requirements for different tenures. The desired trajectory towards net zero carbon homes, the use of innovative automation to make our lives easier, reducing the need to travel or promoting easy public, pedestrian and cycle access, and increasing the part the environment for the housing plays in supporting health and wellbeing as well as amenity space etc, are all increasingly important. This to build upon the fact that Cambridgeshire & Peterborough have one of the lowest ratios of greenspace/rich wildlife areas.

Establishing and delivering the appropriate community development and social cohesion from the earliest stages is also vital. Ensuring we provide those things through a tenure-blind approach for all those who need them in as close proximity to their employment and facilities as possible is critical.

¹¹ Cambridgeshire & Peterborough Combined Authority Growth Ambition Statement

3.3 The Phases of Recovery

- **Recover:** Mitigating local labour and property market scarring, in terms of retraining for those who have lost jobs and maintaining house building and sales. We have set plans for this phase to run between October 2020 and September 2023, this being the horizon for funding most partners have for the typical interventions required. Should recovery take longer this strategy will be revised.
- **Rebound:** Accelerating regrowth, ensuring firms are supported to adapt and regrow, with effective access to new staff and skills to maximise the bounce in our recovery. This phase is subject to scenario forecasts between two quarters and two years. Our strategy is designed to accelerate rebound whilst being able to adapt to delays.
- **Renew:** Investing in critical infrastructure that will reduce the barriers to growth for our hardest hit and slowest recover places, whilst ensuring future growth is greener. In the main, the types of intervention that produce a genuinely renewing impact will be agreed and planned now, but launch and run over the next five to ten years, some like the CAM, even longer

3.4 The Priority Sectors

The LIS identified four priority sectors upon which to focus our strategy for long-term, innovation-based growth. These included:

- **Life Science:** Consolidating Greater Cambridge as a Global Centre for discovery and connecting it across the Arc to create a Global Player in diagnostics markets.
- **Digital & AI:** Establishing Greater Cambridge and the Arc as the preferred base for firms across the world to create and adopt the technologies of tomorrow.
- **Agri-Tech:** Strengthening the university spin-out culture and capability in Cambridge and developing a scale-up and tech-transfer capacity in Peterborough and the Fens.
- **Advanced Manufacturing & Materials:** Expanding the Greater Cambridge science base northward to rejuvenate Peterborough's manufacturing heritage to establish a manufacturing innovation eco-system to spread high-value, inclusive growth.

These sectors will continue to provide the largest scope for long term growth. However, Covid 19 has effected a much wider set of sectors, including those that employ a far higher number of our residents than our growth sectors. To support short and long term recovery, we must therefore balance support for our hardest hit sectors, with investment into those with the greatest potential for long-term growth. Our recovery strategy therefore includes these wider sectors, will embrace additional sectors as a priority upon which to focus the interventions we design and develop to drive recovery and support regrowth. Post Covid-19 there may be new and emerging sectors and we need to be able to rapidly respond to these as and when they materialise. Currently, the identified sectors and our recovery priorities for each include:

- **Retail, Hospitality and Leisure:** Helping firms to deal with the continuing and long-term social distancing and behaviour change, especially in the Visitor Economy.
- **Construction:** Helping firms to adapt to a new commercial market as businesses adopt remote working longer-term, helping developers stimulate demand in the homeowner market and creating new demand through infrastructure investments.
- **Transport:** Helping operators to shift current public perception of mass-transit safety that threaten a structural shift in the commercial operation of public transport
- **Education:** Supporting HE and FE to transition permanently towards greater digital delivery for remote learning, embracing more business model innovation to harnesses blended learning to embed more of the curriculum in businesses.
- **General Manufacturing:** Helping firms deal with the disruption in their supply chains, the slow recovery in demand and the potential impacts of a no deal Brexit.

Health & Care: Early indications were that there was likely to be greater demand for health care professionals, potentially on the back of more people being supported in the community and greater use of technology – trends that were well evidenced in health care pre Covid but which are likely to now accelerate, potentially creating additional health and care jobs, construction and education roles (associated with retraining).

4.1 The Need for Partners in Government to Invest

The CPCA Investment Prospectus and OxCam Arc equivalent make a clear and integrated case to Government for major, long term investment that priorities putting the transition to a zero carbon, more sustainable economy at the heart of future growth. These will deliver a combination of improved inclusivity in our growth, levelling up within the CPCA economy, strengthening Peterborough and the Fens, whilst protecting and enhancing Greater Cambridge's position as a global player in life sciences and digital technologies, as part of our partnerships across the OxCam Arc.

Locally, this will include the continuation of Combined Authority Gainshare funding to enable many of the commitments made within this strategy, but also a small number of strategic investments into key long term infrastructure projects, requested from Government, through a future Spending Review, such as:

- Delivering the Cambridge Autonomous Metro Phase 1 implementation by 2030
- Delivering Cambridge to Ely A10 enhancements by 2025
- Dualling of the A47 by 2028
- 1,000 more £100k homes by 2026 through an expanded £100m loans fund
- Delivering Peterborough University expansion to 10,000 students by 2030
- Delivering Peterborough Station Quarter commercial district by 2028

Whilst the major road schemes above will not have an impact on short term recovery, they remain important for the long term growth of the different CPCA economic areas.

Regionally, this will include a vision for the Arc that amplifies the themes in our Recovery Strategy, to bring together greater levels of resource to ensure recovery here and across the Arc is built on growth that is:

- Innovative and based future of industries.
- Greener through a transition to net zero carbon emissions.
- Small business based, backing start-ups, scale-ups and unicorns.
- Inclusive, levelling up economic performance and skills.
- Global, open for business and international.

4.2 The Partnership between the CPCA, Local Authorities & GCP

Locally, councils and the GCP have or have planned to produced city, town or district recovery plans and each of these partners has worked to co-create this strategy to ensure it complements theirs, and adds value to them through the additional resources that the Combined Authority can bring to bear, both directly and through the influence of the Mayor in central government and through the M9.

Local recovery plans will focus on the various themes such as the social, community, economy and environment needs within an area and these objectives will need to align with the other recovery plans that are geographically based for example around the Oxfordshire-Cambridge Arc, Cambridgeshire and Peterborough Combined Authority and Cambridgeshire County Council all of which will have received specific funding to support the recovery process. Within local areas the engagement with town councils particularly on reopening the high street and parish councils on supporting local communities will be important.

Whilst there are many ways that the recovery work can be cut the alignment between the different layers of the Local Resilience Framework will also be critical. Various thematic groups have been established including the Business Recovery Group that oversees this work and whilst the focus of each group will be thematic there will also be many cross-cutting themes such as unemployment, skills, travel, safety and funding that will be captured and aligned wherever possible.

CAMBRIDGESHIRE & PETERBOROUGH

LOCAL ECONOMIC RECOVERY STRATEGY:

APPENDIX 1 – INTERVENTIONS EXPLAINED

We have categorised our recovery projects into three groups: **Primary**, **Secondary** and **Tertiary**.

Primary interventions are those which have been approved for funding and have clear cost benefit data, showing how money spent links through to jobs, skills, and other outcomes.

Secondary interventions are those which are either approved in principle but don't yet have clear cost and benefit data; or those which have cost benefit data but where lobbying for funding is ongoing.

Tertiary interventions are those which neither have clear cost-benefit data nor are formally approved or funded. This includes policy priorities for a post-covid world, which will be vitally important in the long-term but don't have a formal programme of action thus far.

Primary Interventions

1. A New Rebound & Grow Coaching Service

Ready for launch in October this service will be harnessed to strengthen the “business bounce” in our economy by targeting and engaging our highest potential growth firms into **Rebound & Grow Coaching**. To adapt the service for the rebound phase of recovery, the coaching offerings are being redesigned around the “ROAR” approach to regrowth, comprising four elements: Recover–Orient–Adapt–Regrow:

- **Recover:** Rebooting and rebuilding the corporate systems and management processes that enable the core customer acquisition and service fulfilment of the company. Rebuilding new, and possibly lower, steady state revenue lines and adjusting the organisations costs base to them.
- **Orient:** taking time to fully understand the longer-term shifts in markets and customer behaviours –
 - **Reduced customer access** brought about by a more permanent shift in behaviours towards online and distance buying.
 - **Extended and fluctuating periods of social distancing** impacting productivity and causing supply chain consolidation & localisation
 - **New opportunities for faster growing product and service lines** and more efficient and cost-effective modes of delivery and working practices.
- **Adapt:** Harnessing the medium and longer-term shift in the business environment to create new product and service differentiation and organisational strengths.
- **Regrow:** Harnessing an accredited pool of experienced entrepreneurs and business coaches to help local business leaders to orient & adapt to the permanent shifts in their business and identifying and capture regrowth opportunities, including supporting micro and SME’s with toolkits and advice that can help them thrive in an increasingly digital and e-commerce landscape. A potential further £20m of growth grants and investment to businesses.

2. A New Inward Investment Service to Attract More Firms

A new service to strengthen the economic “bounce” in our economy by targeting and engaging not just international foreign investors, but also national firms. These businesses are currently adapting to greater remote working, and downsizing their premises requirements (in both terms of space and costs). This possibly permanent shift to more remote working, will create a large population of firms in transit, between premises and potentially towns and cities. These will include high potential firms, that we should engage and build tailored packages of support for, based on the many elements of this recovery strategy. This will be a free of charge service to SMEs and offered commercially to large international investors to: “Attract, Develop, Deliver and Support firms to relocate into our economy. This £4m investment from the CPCA, will replace a much smaller, pre-Covid-19 service that operates only in Peterborough, and will operate a tiered model to attract regional relocations into The Fens, national relocations into Greater Peterborough and global relocations into Greater Cambridge. The Covid-19 adapted service is expected to generate over 1,200 new jobs during the rebound phase of recovery. This Inward Investment service will work together with the Department for International Trade, to develop and promote a strong brand for our two core cities that represent our unique proposition. It will set out how our individual industry clusters work together to create a whole that is significantly greater than the sum of its parts. This brand will also promote the area’s quality of life offer, the diversity of towns and cities, and the opportunities for communities and businesses to locate here.

3. Three New Life Science and Transport Tech-Accelerators

A total of £7m of CPCA investment will form part of an £18m bundle of public and private sector growth funding in the form of equity investments for our highest potential and fastest growing small firms. This innovative public-private sector partnership will share risk with global and local investors in growing 80 new technology-based spin-outs and start-ups in Cambridge, and contributing 2150 new jobs to accelerate our economies rebound potential. This includes:

- A Start Codon Tech-Accelerator to invest equity and mentor high potential life science firms supported by the Start Codon team at the Milner Institute on Cambridge Biomedical Campus. This will create 1700 jobs over investment period of 5 years through investing and mentoring 45 companies.
- An Illumina Genomics Tech-Accelerator to support and mentor high potential start up med tech firms at Granta Park, providing financial investment in equity shares of £100k per company for accelerated development of research and technology in genomics applications. This will create 400 jobs from 30 companies mentored.
- An Ascendal Transport Tech-Accelerator to create a Special Purpose Vehicle for the testing and proof of concept development of future transport technology options just off the A14, north of Cambridge. This will initially support 9 start-up or early stage companies with technologies that require real-world testing and commercialisation through this programme. This will create 200 jobs.

4. Capital Grants & Start-Up Advice for Employees Transitioning to Entrepreneurship

Post Covid-19 labour market conditions, created by a significant increase in displaced workers coupled with a contraction in job opportunities will produce fierce competition for new, re-growth jobs. However, large-scale re-employment could also be supported by encouraging entrepreneurialism and self-employment with both young adults as well as mature, displaced workers. Whilst there are many layers of existing support for potential **company start-ups** and the **self-employed sole traders**, the landscape needs to be simplified and localised to the specifics of our sub-economies and market towns to address and harness local opportunities. Both types of new entrepreneur can be supported through mentoring, grants, incentives and leveraging other programmes such as the National Skills Fund and AEB Funding to design specialised courses for aspiring entrepreneurs. From a financing perspective, Young Adults over recent years have faced similar challenges to establish themselves on the Housing Market but have successfully done so through programmes such as Help to Buy/Shared Ownership/Parental Guarantees etc. With this in mind, similar models could be explored and developed locally, in partnership with HMG and HMRC to grant finance start-ups, alongside local interventions such as business rate discounts and local capital equipment grants.

More mature displaced workers, who are some years short of retirement and keen to explore entrepreneurship, might also be encouraged to embark on a start-up venture through finance unlocked from their home-equity, through tax breaks or early access to pension pots. Each of these cohorts of potential entrepreneurs, offer an exciting mix of talent, attributes, and experience, and should be proactively harnessed for the benefit of local economies. The CPCA will refocus its Growth Hub to encourage potential entrepreneurs to start new businesses and provide 50% grants to fund the capital costs of start-up and professional advice to help them scale-up, from successful entrepreneurs and business consultants.

5. Support for Displaced Workers to Transition into Entrepreneurship

Post Covid-19 labour market conditions created by a significant increase in displaced workers coupled with a contraction in job opportunities will produce fierce competition for new and re-growth jobs. However, large-scale re-employment could also be supported by encouraging entrepreneurialism and self-employment with both young adults as well as mature, displaced workers.

Whilst there are many layers of existing support for potential **company start-ups** and the **self-employed sole traders**, the landscape needs to be simplified and localised to the specifics of our sub-economies and market towns to address and harness local opportunities. Both types of new entrepreneur can be supported through mentoring, grants, incentives and leveraging other programmes such as the National Skills Fund and AEB Funding to design specialised courses for aspiring entrepreneurs.

6. Focusing Growth Where it Can Improve Health & Wellbeing Most

Community Learning, a funding stream that has a remit to support those furthest away from learning and work, is also a route to support social wellbeing and the skills required to live healthier and longer lives. It is the conduit on which to engage people into learning and move them towards more economic sustainability. Working with Think Communities and the LA Adult Education providers, a Community Learning strategy will be developed to help develop skills that support sustainable and adaptable communities. This will also include initiatives that remove the barriers to work, help address low pay and in-work poverty, give access to wider education and develop the skills needed for parents to support their children in school resulting in improved social and economic well-being. Furthermore, Public Health England (PHE), Cambridgeshire County Council and Peterborough City Council will partner with the CPCA's Skills Brokerage to promote to learners, schools, colleges and employers the important link between having access to "good work" and improving health and wellbeing in individuals and communities. These partners will work together to build evidence and understanding around the links between economic growth, skills, employment, and health outcomes, and to what extent these are fairly and inclusively distributed across our cities, towns and villages.

They will use this expanded understanding to progressively focus the work of the CPCA and its partners onto the places in which increased economic growth, skills and access to employment will have the greatest impact on health and wellbeing improvements for specific communities and groups, such as those with health conditions or disabilities. The partners will also work to develop health and wellbeing programmes for employers to implement, along with a scheme for accreditation for employers to aspire to and attain. This scheme, once developed, will be rolled out through the CPCA's business Growth Service, which will engage 15,000 firms over the next three years. In the longer-term, and as part of the Levelling-Up Agenda, they will work through the Mayor and the M9 group of Mayors to influence central Government and establish a joint call for a more comprehensive measure of prosperity that goes above and beyond traditional metrics such as GDP, to include economic growth inclusivity and its impacts on health and wellbeing of places.

7. A New University for Peterborough

Phase 1

The establishment of a new university in Peterborough to remove the higher education cold spot, that has contributed to the Post-COVID economic vulnerability of the City and will make it more difficult to recover in the longer term. In comparison to the average city in the UK, and within a workforce of 103,000, Peterborough needs be able to mobilise 17,000 more workers at these higher skills levels, to become competitive as a place, and arrest four decades of decline in prosperity and health outcomes and be able to recover from the COVID economic in the longer term. The CPCA has procured Anglia Ruskin University to deliver a new university for Peterborough. The university phase 1 building will enable delivery of a curriculum matched to the growth needs of local businesses, providing new opportunities for communities to gain access to higher level skills, better paid employment and enhanced life-chances.

The core strategy has been developed to tackle the current market failure in HE in Peterborough include:

- A clear focus on under-represented groups and those “left behind” i.e. those who cannot or will not travel to existing providers.
- A solution based on a limited physical experience and a relatively modest campus development with 60% off-campus teaching provision.
- A phased approach which evolves with the needs of the region and is facilitated by successive successful phases of development
- An effective and collaborative relationship between education providers in the city to build a clear pipeline of students and raise aspirations

The CPCA, ARU and PCC will invest £30m to create a facility to deliver 3,000 graduates per annum and 14,000 jobs over a decade. Although the new University will help to address the higher level skills gap we have in the north of the County, it is critical that pathways to HE exist for local residents to access these opportunities by develop their skills and qualification levels thus creating a pipeline of University students. Therefore, working with the Local Authority, T-Levels and Access courses for adults will be developed to ensure that the opportunities offered by the new University can be maximised to the benefit of local business and people.

Phase 2

The establishment of a Place based, and integrated university and innovation eco-systems that act as a focus for sector-cluster development have been developed successfully around the world, and ours will be based on the Franhofer Model for Technical Universities. It has been chosen for its powerful partnership approach between the university itself, and a co-located independent Research Institute. This will provide the platform for a high value manufacturing innovation eco-system with a Technical University at its core. This in turn will drive place-based, sector cluster, growth founded in technological innovation, that will transform the knowledge intensity of products, services and jobs, which will in turn, arrest four decades of decline in prosperity and reset Peterborough’s potential rate of recovery. The research centre will be operated by a partner with a global manufacturing sector network of 700 research and technology customers, across 4500 sites in 80 countries, with combined revenues of £35bn and an annual R&D activity of £1.5bn pa. In addition, residing in the Research Centre, there will be 6 academic partners operating 8 University Innovation Centres to create a Multi-University Research Super-Hub.

8. Increasing Skills Capacity in the Construction Sector

The Combined Authority will increase the prioritisation of its Local Growth Fund's to focus more on capital investments to grow local FE capacity to raise skills quality and volumes in the construction sector. Resulting from the forecast upsurge in infrastructure investment locally and across the OxCam Arc, the forecast local labour demand is for 108,500 by 2022 with around 61% of these being employed in skilled trades. This is to support a £1.3bn housing market and a £764m roads investment, set to rise further with the planned upgrading of the A428, A47, A10, A505 and A428 OxCam Expressway. Construction, therefore, is forecast to grow over the coming period, during which several other sectors will struggle to recover - notably retail, leisure and hospitality. As a result, significant labour flows are predicted between these sectors, creating the need for reskilling of workers in transit between sectors. The CPCA intends to respond to this through £2.5m of capital investments in an FE Construction Hub in Huntingdon, with further, similar investments targeted for Wisbech and Peterborough.

9. Connecting Displaced Talent into Re-Skilling & Jobs Faster

Skills Brokers will specifically target, through our partners in Job Centre Plus, those displaced workers from the hardest hit sectors. They will, for each displaced worker, create a bespoke pathway into retraining and on into a job. This will include spreading funding more effectively across businesses using the Apprenticeship Levy Pooling Mechanism to fund older workers and job seekers for apprenticeships. Skills Brokers will also connect employers and job seekers with the new additional funding to pay the costs of training including:

- **Apprentice Bonus Scheme** to pay employers to create new apprenticeships, providing between £1,500 and £2,000 to support salary costs of apprentices, paid in addition to the existing £1,000 payment for new 16-18 year old apprentices, and those aged under 25 with an Education, Health and Care Plan.
- **£2bn Kickstart Scheme**, potentially delivered through the CPCA, providing an average of £6,500, to cover 100% of the relevant National Minimum Wage for 25 hours a week, plus the associated employer National Insurance contributions for new jobs created that include training for 16-24-year olds at risk of long-term unemployment.
- **Traineeship Bonus Scheme** to pay employers to create new traineeship placements, providing a one off payment of £1,000 for trainee work placements of over 70 hours.

10. More Resources into Schools to Better Connect Leavers with Jobs

As well as supporting the “Class of 2020” into employment right now, we need to build for the future by much better connecting careers guidance in schools to the local labour market. Young people coming through school need to be provided with a clear line of sight to the range of options available to them, and employers need a better pipeline of homegrown talent ready to fill the jobs that our local economy will be generating. The improvements and enhancements to careers advice in schools in this strategy, are drawn from the Cambridge Ahead report¹. This research finds that there is significant disconnect between career guidance in schools and the workplace. If not addressed this disconnect will continue to undermine recovery. Addressing the disconnect needs to focus on the capacity of schools themselves, and the ways providers and employers can support schools to do more. More resources will be channelled into schools to better connect leavers with jobs through:

- **Increasing funding for the engagement and coordination** of employers to provide Careers Advice into schools in partnership with the Careers Enterprise Company. This will be co-funded by the GCP and the CPCA in Greater Cambridge and the CPCA alone, elsewhere, and available from October 2020.
- A Greater Cambridge pilot for the wider economy to **encourage more large local employers to generate more active engagement with schools**, leading to more work mentoring, work experience, and industry placements. Cambridge Ahead will deliver this pilot through its 48 Members across the Greater Cambridge sub-economy.
- The Mayor will carry forward local demands into government for **dedicated budgets for schools to build their in-house capacity, as the foundation for better and more balanced career education**, and to enable lasting connections to be built with local employers. This will include the potential to devolve pilots or such interventions, co-designed between the M9 Mayors and Ministers

The three interventions above will be specifically focused on addressing recommendations set out by the Cambridge Ahead report, namely:

- To ensure all schools to have a dedicated careers leader to coordinate career guidance and access to funding for improved guidance.
- To raise awareness and understanding amongst teachers and staff of technical education pathways for learners, giving them equal emphasis.
- To facilitate more engagement with employers, building closer relationships between providers, schools and businesses, to improve learners understanding of the skills required in the labour market locally.

¹ https://www.rand.org/pubs/research_reports/RR4491.html

- To engage more employers through regular events to highlight the benefits associated with school engagement and to work with Government, through the Mayor, to develop potential tax or business rates incentives around schools engagement.
- To encourage more mentoring by employers, of older learners relating to job demands and working life, enabled through a significant increase in high quality industry placements.
- To engage more parents in helping learners make key career decisions by integrating them into and strengthening their role in the career guidance process and activities.
- To make the Department for Education's Career Enterprise Company (a whole owned subsidiary of the DfE) the default partner for schools for the provision of information about providers of career guidance, through an online portal offering a comprehensive list of providers available, a clear and comprehensive comparison of their services and the cost associated with them (including funding where available).
- To use the DfE's Career Enterprise Company to establish sector-wide measures of quality for career advice in schools and monitor local providers of against them, including schools and employer feedback to continue to improve provision.
- To use Ofsted to review the effectiveness of the Gatsby Benchmarks and to develop new standard metrics to assess and monitor the quality of career guidance provision as an integral part of the Ofsted evaluation of all secondary schools.

11. Leveraging the Adult Education Budget to Improve Digital Skills

In 2019 the government announced Digital Skills as an area for skills development and announced the introduction of full funding for adults who need them to take basic digital skills courses, mirroring the level of the English and Maths legal entitlements. Adults will have the opportunity to undertake improved digital courses based on new national standards setting out the digital skills people need to get on in life and work. The new qualifications will be available for free to anyone over the age of 19 from August 2020 through the existing provider base. They have been designed to help adults learn the essential skills, such as sending emails, completing online forms or using a tablet, skills that many people take for granted.

While digital inclusion and connectivity is critical to underpinning growth, productivity and an inclusive economy, the importance of this agenda has grown significantly through the emerging impact of Covid-19 on people, of all ages and backgrounds. The requirement to stay at home, coupled with social distancing measures upon peoples return to work, has meant that the connectivity, hardware and skills to be digitally included are critical to maintaining any form of social and family connection, education, and financial security – beyond this many services essential to the wellbeing and support of residents have had to shift to online channels.

Underspends from the first year of devolved Adult Education Budget are being matched with Local Growth Fund in a new £660,000 Innovation Fund that aims improve digital access, connectivity and devices for those that need it most, along with a call for innovative new ways of delivering the education and skills in a changing environment. This fund is to be used by the existing AEB Adult and Community Learning (local authority), colleges and independent training providers to finance the costs of digital transformation within FE delivery, through capital grants for IT equipment, as well as revenue funding for additional staff to adapt courses for remote delivery:

- **Recover** - Innovation fund that improves digital access and connectivity to learn remotely. Data analysis to plug skills gaps and show participation trends.
- **Rebound** - Target areas of need such as Peterborough and the Fens and disadvantaged learners. Industry specific skills needs with sectors that are expanding.
- **Renew** - New courses and practices such as distant learning, remote learner support or online interviewing.

12. Innovate to Grow Service for Small Firms with Big Ideas

The CPCA will introduce a new £500,000 Innovation Grant Scheme to help our highest potential businesses enlist external expertise that in turn secures UK & European R&D Grant Funding of £1m upwards for the development of new and innovative products and services. Accommodated within the Business Growth Service, this Grant scheme will fund up to 50% of external R&D Grant Application writing experts. Due to the rich creative spirit within our economy, we have the ambition to increase this fund five-fold over the next three years.

13. New Manufacturing & Agri-Tech Innovation Launch Pads

These will be innovative co-investments between local firms and the CPCA's Local Growth Fund into buildings and equipment to deliver town and city-based innovation centres. Each will comprise all or some of the key features of; apprenticeship academies, technology research centres and spin-out or scale-up incubators. The CPCA's £20m of funding will enable 4 centres to be built across Cambridge, Peterborough and The Fens, all complete by spring 2021. In the meantime, they will provide vital construction employment to support short-term recovery, along with new technology, products, skilled workers and incubated firms, contributing 1000 new jobs and 350 Apprenticeships to accelerate rebound.

The centres will include:

1. A Metalcraft Advanced Manufacturing Launchpad to create incubator space within Chatteris and the redevelopment and expansion of the Apprenticeship training facility currently on site for advanced manufacturing businesses across Fenland. This centre will create 50 new jobs and 300 Apprenticeships
2. A Photocentric Additive Manufacturing Launchpad in Peterborough to create a new head office including R&D space focusing on the development of new 3D printing technology. This centre will create 1000 jobs over next 4 years and 50 Apprenticeships.
3. A NIAB Agritech Launchpad in Cambridge to create start-up business space for AgriTech firms, offering access to labs and scientific support. This centre will create 50 new jobs and new opportunities for collaboration amongst Agri-Tech businesses and Academics/Scientists.
4. Composites, Chatteris – establishment of a composite repair centre to complement the main composite development, design and build business.

14. A Smart Manufacturing Association in the North of the Economy

Manufacturing is a key sector in Cambridgeshire/Peterborough's economy, as recognised within CPIER/Local Industrial Strategy. Manufacturing produces 13% of the economic output, was responsible for 13% of the area's economic growth (2010-2016), and provides employment for 40,500, (9% of workforce). The CPCA Advanced Manufacturing and Material Sector Strategy identifies as one of its key recommendations the creation of a sector-focused network as vital to the future growth and competitiveness of this sector. The Smart Manufacturing Association (SMA) strategically aligns the region to the:

- East of England Science & Innovation Audit through focusing on advanced manufacturing and identifying cross sector opportunities with developing sectors such as Agritech.
- Make UK AME Growth through focusing on accelerating productivity and innovation, and through providing businesses with the individual support they need as each business moves along its journey.

- Clean Growth Strategy in considering the opportunities and implications in growing in a sustainable and viable manner. Supporting businesses move from embracing green behaviours to smart technologies and ultimately develop low carbon products and services.

Delivered in partnership with Opportunity Peterborough, the SMA will focus on providing members with specific benefits including:

- Supporting businesses to identify and adopt Industry4.0 technologies such as IoT, automation, and digitisation, as well as new business models such as Circular Economy and Product as a Service, to drive innovation, productivity, and competitiveness.
- Better connecting and strengthening relationships between industry, universities, researchers, training providers, centres of excellence, and schools in a coordinated and collaborative cluster to drive sector growth.
- Sharing of knowledge, best practice, and ideas. Providing benchmarking, training workshops, and learning programs to develop better informed leaders and a higher skilled workforce.
- Providing evidence-based analysis to promote the development of supporting infrastructure such as Launchpads, incubators, innovation labs and maker spaces, as well identifying comparative advantages and supply chain opportunities to help attract new investors to the area.
- Supporting the development of place-based maker communities to achieve more effective networking and sharing of best practice and build stronger collaborations and supply chains at the local level.
- Promoting career opportunities in the sector to young people, challenging perceptions to help inspire and inform the future workforce.

15. Stimulating the Housing Market - £100k Homes

The Centre for Economics and Business Research think tank predicted in early June that 'house prices will fall by 13 per cent by the end of the year' due to the pandemic. It has revealed that the effect will vary across the country depending on how badly a region's workforce was hit. The think tank predicts that house prices in Yorkshire and the Humber and Northern Ireland will fall most. In these regions the main industries of manufacturing, construction, retail and hospitality have been hit the hardest - 'Although the government have offered up a vast package of support, this lack of demand will mean some businesses cease to operate,' explains the CEBR, many workers will lose their jobs and a lot more will face a cut in incomes.' 'Housing is the single biggest expenditure item for most households, which means that the shortfall in incomes has a tremendous potential to disrupt the UK's housing markets,' the CEBR adds". The May 20 Nationwide housing data showed a month on month fall in house prices of 1.7%, further evidence of an ongoing market decline. To forecast the potential impact going forward, there is merit in looking at previous recessions and house price crashes, the most recent and significant being 2007. From Jun 2007 to Dec 2008, prices dropped 20% and recovered only after 6 years. New home sales declined from the beginning of the recession in December 2007 and failed to fully recover until 2012. This resulted in a significant loss of economic housing output and capacity.

As the market for private sale units shrank with higher risk and uncertainty about the volume of sales, anticipated sale prices and any profit that might be achieved, housebuilders downsized their operations to match. The effect was the loss of capacity and production. However, the CPCA's current £100k Homes programme could be expanded and harnessed to encouraging housebuilders to keep building at higher rates, at least temporarily for 1-2 years to build majority or wholly affordable housing schemes instead of market housing. This would allow developers the opportunity to complete (and still start) building market units and convert them to a shared ownership or affordable rental tenure. Such a scheme would maintain developers cashflows, contractors' workloads and provide continuity for the housing market whilst simultaneously increasing the overall long-term pool of affordable housing and maintaining overall economic activity from the housing sector, avoiding the worst excesses of a contraction of the housebuilding industry. An even more powerful stimulus is being pursued by the CPCA to deliver potentially three new garden towns linked to the Mayors proposed Cambridge Autonomous Metro scheme. Each scheme could deliver approximately 6,000 new houses, including affordable houses & commercial space, all connected by the CAM. This would require around £20m over the next few years to harness the delivery expertise and leadership of the private sector and demonstrating public-sector commitment to attract private investment.

16. Support for City & Town Centre Firms to Rebound

City Centres - a new city centre improvement fund, provided by the CPCA Business Board, through its Local Growth Fund to support the regeneration of the City Centres moving to outside entertainment and socialising. The applications will follow the LGF process and will be required to meet the outputs and outcomes identified in LGF increasing jobs, safeguarding jobs and improving the estate grades and access to the City Centres. Furthermore, local authority partners are actively looking at longer term assessments on change of use from retail to other use.

Town Centres - an adaption of the existing Market Towns Fund provided by the CPCA through its devolved Gainshare Funding as a ringfenced fund will enable a co-ordinated approach to the changes required post Covid-19 to management of people meeting and socialising, maintaining the retail, leisure, hospitality and environmental sectors in town centres. A commitment was made by the CPCA to work in partnership with district and town councils to produce masterplans for key towns.

17. Support for the Visitor Economy to Recover & Adapt

Growth Advisors will link firms with potential for strong rebound, within the visitor economy of Cambridge, into the new £145,000 Grant Scheme for revenue grants of between £1000 - £3000 for equipment and support to help evolve, adapt and implement new processes and technologies to capture the evolving remote "virtual visitor" experience and marketplace.

Secondary Interventions

18. A Life Science Innovation Network for a New Generation of Unicorns

As part of the OxCam Arc Investment Prospectus, the CPCA and University of Cambridge will be working with partners across the Arc to secure £500m within the Comprehensive Spending Review to establish of an OxCam Arc-wide life science innovation network to produce a new generation of unicorns in Cambridge and Oxford.

In the longer-term, transformative growth and renewal of our economy, is likely to be delivered through innovation-based growth and a greater knowledge intensity of our firms' offerings and the jobs that help produce them. Whilst medium-term rebound is most enabled through small and medium-sized firms, able to be supported scale rapidly, the Cambridge science base and innovation eco-system, has demonstrated it is capable of producing billion-dollar start-ups, the so-called Unicorns. More unicorns have been created between Oxford and Cambridge than in the rest of the UK's cities put together.

By working across the OxCam Arc, to link the innovation eco-systems of Oxford and Cambridge, focussed onto the key technologies and sectors, within which the two cities are already globally pre-eminent, we could create the opportunity to become an innovation growth economy to rival San Francisco, Toronto, Boston or Seoul. To achieve this, all three LEPs and our Combined authority would need to partner with Government to invest together in such a global undertaking.

The scientific community's response to the challenge of developing a vaccine and anti-body therapy to Covid-19, has demonstrated, that unprecedented achievements can be made through collaboration and breaking down perceived barriers to the integration of resources. Harnessing the two cities' scientific leadership in life sciences, data analytics and artificial intelligence, through the integration and coordination of their laboratories and testbed facilities could deliver as much economic success as we have seen in the fight against the pandemic.

The Arc Universities Group (AUG) should be given the opportunity to develop and propose, to both local and national government, an ambitious vision for Arc scientific integration, from discovery, to testbeds and production scale-up and spin-outs. New investment as well as collaboration and sharing of resources, will be needed to overcome the current inefficiencies in converting science into marketable medical devices, therapies and vaccines. This will require new capital infrastructure as well as revenue funding to create the human links in the chains and networks that will need to be built.

This would be an ambitious undertaking requiring hundreds of millions of pounds and a long-term commitment over at least a decade. However, what could result is one or even several more unicorn, billion-dollar businesses able to generate not just economic growth, but long-term economic sustainability through a greener and more knowledge intensive economy.

19. Guaranteed Training & Interviews for Jobs in Healthcare & Construction

Building on the already successful £5m pilot of the DWP funded Health and Care Sector Work Academy, that the Local Authority deliver on behalf of the CPCA, other Sector Work based academies will be developed. These will be aligned to geographically based employment sectors to ensure local business needs are met. The Government's additional Sector Based Work Academies initiative will be used to increase the number of sector-based work academies in our area. One example of the planned academies is the planned Construction & Infrastructure Work Academy will involve partners including the CITB, and will provide training for Town planners, Construction managers, Fire safety engineers, Electrical installation engineers, Domestic appliance engineers, House builders.

20. Training for School & College Leavers Unable to Find a Job

Local facilitation of the Government's High Value Courses initiative through a £150k pilot to support school and college leavers into work and enabling them to gain the skills they need to get jobs. The new service will do this by helping leavers access the Government's additional funding for selected level 2 and 3 qualifications in specific subjects and sectors in response to Covid-19. It will work with local FE colleges and independent providers to create proposals to retain young people in a high value training. The one-year offer will enable 18 and 19-year-olds leaving education and training who are unable to find employment or work-based training.

21. Local Piloting of a New National Retraining Scheme

The CPCA will fund an £80k pilot for adults to retrain into better jobs, and be ready for future changes to the economy, including those brought about by increasing automation or have been disrupted due to Covid-19. The Pilot aims to meet the needs of businesses to create a multi-skilled workforce for the future. We will work with employers who have identified skills needs within their workforce, or future recruitment needs as their businesses adapt to changes within the working environment. We will develop bespoke support package of workforce training for each of the business we work with. Key Growth Sectors for the Retraining Scheme will be:

- **Engineering/ Advanced Manufacturing** - Working with Marshall Cambridge and their supply chain to create **50 Apprenticeships and 30 Adults** retraining in Engineering.
- **Health and Care** - Working with Cambridgeshire & Peterborough NHS Trusts to create **300 – 400 new entrant jobs** for those displaced to retrain into Health and Care sector.

The pilot will support and retrain individuals at risk of their jobs changing or disappearing as a result of automation, and Covid-19. It will facilitate individuals gaining the skills they need to move into a new occupation or move into more stable, higher value - more productive job.

22. CPCA Digital Infrastructure Programme “Keeping Everyone Connected”

This workstream encompasses both initial response and recovery from the Covid-19 pandemic in the context of digital infrastructure, helping to support businesses and communities as well as public service delivery. This workstream includes:

- Disseminating information to businesses, communities and public agencies to ensure continued access to digital connectivity in early stages of Covid-19 crisis. Limiting the delays and disruption to digital infrastructure roll-out during lock-down by close liaison with telco's and highways and planning teams.
- £500k CPCA funding to be matched with residual ERDF funds to provide grants to SMEs to support greater take-up of technology in businesses adapting to new ways of working.
- Top up provision for the government's rural gigabit voucher scheme to help support businesses and communities in some of the most hard to reach areas of Cambridgeshire and Peterborough assessing gigabit capable digital connectivity – supporting remote working, education and training, access to healthcare and social inclusion.

Tertiary Interventions

23. Recovery and Development of the Creative Economy

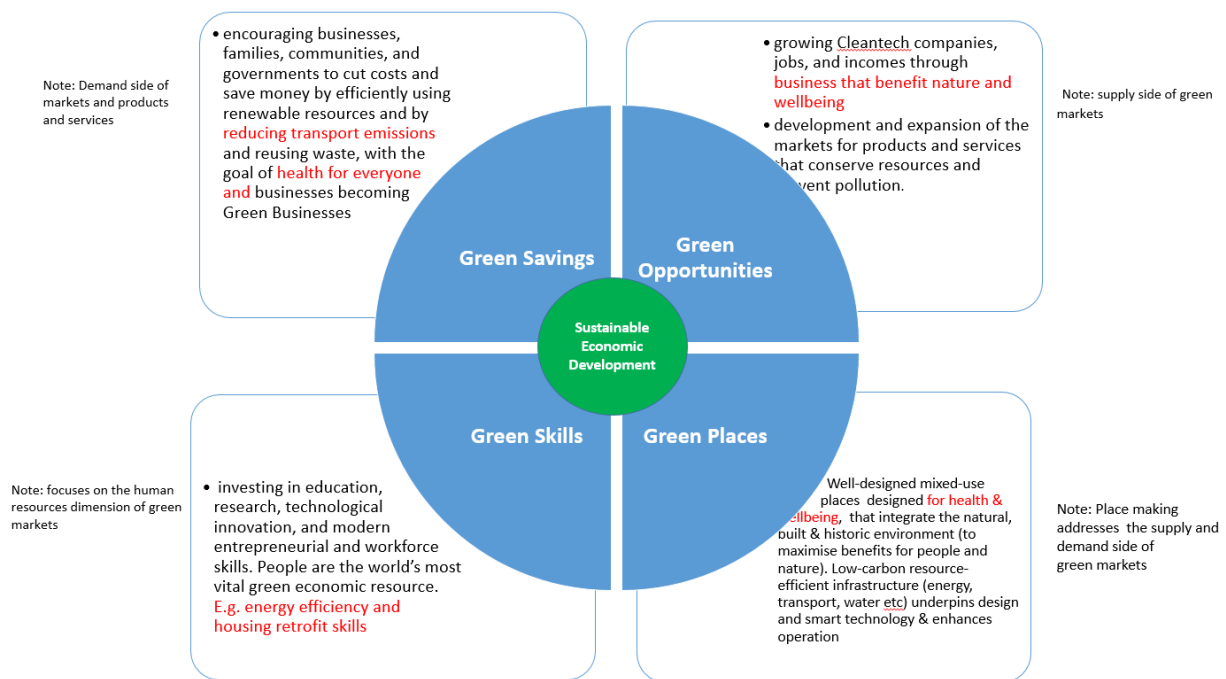
Develop Greater Cambridge Vision as a leader in creative industries. As part of that work, the City Council would be keen to lead a plan for £50m major capital redevelopment of current facilities, to deliver an enhanced mixed economy of creative businesses, flexible event, studio, incubation and exhibition space for current and new creative tech and start-up companies within the city and surrounding communities. This would be supported by talent development and management and monitoring support networks.

24. A Framework for Sustainable Economic Development

Sustainable recovery policies offer several advantages in spurring growth during economic downturn. In comparison to traditional fiscal stimulus, which maintains business-as-usual GHG emissions, green projects can create more jobs, deliver higher short-run fiscal multipliers and lead to higher long-run cost savings.

Similarly, construction projects, like insulation retrofits and building wind turbines, are less susceptible to offshoring than traditional stimulus measures. In the long term, as the operation and maintenance of more productive renewable technologies makes them less labour intensive, they generate higher long-run multipliers arising from energy cost savings; with obvious flow-on effects to the wider economy.

This means reducing greenhouse gas emissions, phasing out the burning of fossil fuels and other high polluting sectors, building resilient infrastructure (e.g. energy, water, digital, housing and transport) that is adapted to climate change impacts and at the same time significantly increasing the efficient use of resources and productivity whilst making space for nature in everything must be central to how we plan a thriving economy for the 21st Century.



25. Resource and Waste Circular Economy Business Models

The Government's 2018 Resource and Waste Strategy (RAWS) sets a clear direction towards a more circular economy in managing waste and how it can deliver the double benefit of contributing to managing the climate crisis and deliver economic opportunity.

It will see us keeping resources in use as long as possible, so we extract maximum value from them by recovering and regenerating products and materials whenever we can, giving them a new lease of life. Circular economy business models may be of particular benefit to restate and reinvigorate in the post Covid-19 economic environment as the flows of waste production have shifted to households during lockdown. It should form a key element of a green led economic recovery from Covid-19 reviewing, testing and pursuing the possibility of new revenue streams, markets and product lines.

Opportunities should be taken to shape new policy, for example second stage consultations on three areas of proposed waste and recycling legislation (a deposit return scheme (DRS) for drinks packaging in England, extended producer responsibility (EPR) for packaging and consistency in recycling collections) are set to take place in early 2021 so the new legislation can be rolled out from 2023. Not only will the RAWS reduce the amount of waste generated, minimise the depletion of natural resources, increase recycling and reduce our carbon emissions, it also aims to stimulate innovation, create new job opportunities and boost economic activity which can form a key element of a green led economic recovery from Covid-19.

26. Local Integration & Focussing of All Post-16 Vocational Education to Support Retraining of Workers in Transition Across Sectors & into Regrowth

The Mayor will carry forward local demands into Government for Post-18 Vocational Education Budgets to be better focused onto the retraining of people in transit between sectors impacted by Covid-19 to differing extents.

Various forecasts put the local Post Covid-19 increase in unemployment at above 50,000 workers, many of whom will be unable to find new roles in the badly hit sectors they have previously resided. This in turn will create the requirement for retraining between sectors, necessitating the rapid configuration, accreditation and mobilisation of retraining programmes, matched to the inter-sector labour flows locally in each sub-economy.

Through the devolution of AEB, and the introduction of the business-led Skills Advisory Panels (SAP's), the Combined Authority has already demonstrated the ability to take on education budgets and apply them in a more business-growth-focused, agile and flexible way to achieve sector and local skills transformation.

Through example projects like the CPCA Health & Care Sector Work Academy they have also shown they can design and mobilise training programmes to transition workers at-scale between sectors.

Through the CPCA's creation of its Apprenticeship Levy Marketplaces, transferring 25% of levy allocations from larger employers to SMEs, within and across sectors, it has also demonstrated the ability to engage employers into new and innovative forms of the traditional education and training market. Whilst the Local Authorities are also successfully transferring the underspend in their levy fund to support other local businesses to recruit apprentices

The CPCA will continue to develop these market innovation and focus more and more of the local Adult education budget onto skills development that help people transition sectors and find new jobs quickly. However, the Mayor will specifically press Government to:

- Raise the proportion of levy transferrable, on to SME non-levy payers and colleges, from 25% to 40%.
- Devolve and integrate the current Adult Education Budget, National Retraining Scheme, Apprenticeship Levy, National Skills Fund and all other Post-18 funding for vocational education.

The CPCA will map these sector contractions and recovery forecasts, along with the skills needed to enable large proportions of the local workforce to migrate across sectors. Aligning an integrated portfolio of funding to these flows and the development of new and expanded FE provision, will be more effectively achieved through locally devolved commissioning strategies in collaboration with local employers and FE providers, than continuing to be administered at distance from Whitehall. To enable this, the CPCA will establish specialist delivery teams configured by sector and place, that can adapt to an agile model of delivery; utilising our FE colleges and local independent training providers to provide a much more engaging, relevant and purposeful learner experience and impact.

27. Advanced Digital Infrastructure Deployments to Support Accelerators and Incubators

Emerging technologies and advanced data techniques which can fuel innovation and high value growth in areas such as transport, life sciences, healthcare and Agri-Tech are critically dependent on having leading edge digital connectivity infrastructure and services readily available for small businesses and research institutes as well as larger more established businesses. All new accelerators and incubator spaces require leading edge digital infrastructure services.

This includes gigabit capable full fibre infrastructure for all new buildings established as part of these workstreams (7,18,19) and the installation of 5G networks in all locations to support testing, trials and innovation. These include the provision of private 5G networks where required, integrated with commercial 5G deployments as needed.

28. Adapting Commercial Space Provision to Remote Working

The Covid-19 pandemic has potentially changed the way that many organisations will look at their need for and use of workspace. Although many will return to the workplace once the situation is more clear, many will use the opportunity to review their requirements, and to plan their futures around more flexible and agile workforces, and the adoption of technology and digital platforms to improve efficiency and productivity, adapt to market demands, support staff, and increase their sustainability. This means that commercial space needs will change and there is a need to support adaptation of buildings to future needs, and to reduce the potential voids. A programme to include the planning and land-use, business and skills support will be developed. Understanding changes in demand for commercial space, and tapping into opportunities

Across many industries and types of location new trends for commercial space are already emerging. Understanding immediate demand changes as well as longer-term substantive changes will be a core success factor for local recovery strategies. Changes in demand across office space, laboratories, logistics, manufacturing and the make-up of city and town centres have been instigated or accelerated by the pandemic. In Cambridgeshire and Peterborough the particular dynamics of these changes will vary across the three sub-economies and individual towns and cities. Inevitably this will present challenges and difficulties to local economies, but it can also present opportunities. For example, in relation to strong demand for laboratory space or for well-connected market towns as certain commercial activity moves out of the capital.

It is therefore important to this Local Economic Recovery Strategy that Local Authorities work closely with industry to gain early insight into these changes, and use this insight to consider ways in which place-leaders can mitigate challenges and tap into opportunities. This will be focussed in the medium/long-term needs of the Priority Sectors identified in this Strategy, and for Market Towns. At an appropriate point in the implementation of this Strategy, a commercial space demand analysis will be produced for each Priority Sector and for Market Towns.

29. Local Authority Planning Adaptions for Housing & Schools Renewal

Across the CPCA area, the combined Local Plans/Housing Strategies identify the need for thousands of new homes within the next 11 years. In the last two weeks the Government have announced a desire to “build, build, build” as a driver for economic recovery. The House of Commons Housing, Communities and Local Government Committee’s “Building more social housing; Third Report of Session 2019–21” report issued on the 20th July 2020, identified the need for 90,000 homes a year to be completed in order to meet demand and to drive stability into house prices.

The CPCA area is well poised to help support the national and local economic drive in this regard. In order to do that, however, and to collaborate in leading a coordinated approach at national and local level in evolving the paradigm, we need support through a number of underpinning measures:

Planning

- We welcome the proposed reforms of the planning system designed to encourage high quality homes to be developed where required without undue delays (through e.g. extension of delegated decisions) , by expanding PDR and by consideration of major schemes through NSIP – type procedures.
- Welcome the recognition that the changes in work patterns that may be seen post Covid-19 in the use of office space could open opportunities for conversion to housing where appropriate.
- Development of new local design guidelines for the construction of schools/ community facilities etc moving from single or two storey layouts with traditional playing fields etc towards more innovative designs.
- Review of CIL/S106 to establish future improved support for infrastructure.

Skills - requires a national programme for promoting planning careers in schools and colleges to stimulate shortfall. Reset planning curriculum to incorporate fit-for-future innovation in urban design and land use planning.

Infrastructure –

- Develop UK/Local resilience and supply chain by supporting the development of UK / local manufacturing facilities for MMC / sustainability excellence.
- To work with Government to support the wider development of City/country wide expanded Green grid infrastructure.

Development Finance - whilst it is critical to support new homes development, there is often potential for redevelopment of aged housing / current council housing with the broader aim of delivering more overall homes on the site at higher quality and sustainability which will render them fit for purpose for many years to come, support improved quality of life outcomes for tenants and help reduce the increasing maintenance costs of older housing.

Case Investment: New Council Homes Development (£155m) - Cambridge City Council has utilised funding from Government to optimise use of its own and assembled land to develop nearly 1000 new homes of which over half are Council owned homes rented in line with LHA.

The Council is currently developing a new programme for delivery from 2022 – 2032. With the aim of developing a further 1000 council rented homes, the programme will deliver over 2000 additional homes in total. The review of Cambridge's Sustainable Housing Design Guide will enable the development of the programme along a trajectory to net zero carbon. Working with the Cambridge Investment Partnership, the programme will include a tenure mix to meet additional housing demand and support the affordable product development, as well as regeneration of current aged homes and wider opportunities for housing reinvestment. The programme will create and safeguard jobs, develop sustainable design and construction skills and provide homes for many of the 2000 people currently on the housing register, as well as innovative opportunities for those who fall outside the highest need groups but have been unable to afford to live near their employment owing to house price gaps. The plan will include redevelopment opportunities for current homes which will deliver high quality, sustainable replacement and additional homes faster and more efficiently than research suggests that complex retrofit schemes can achieve in many cases.

Cambridge City is a 2020 national award for its partnership approach to effective management of homelessness, and the programme will promote and support the re-establishment of a more stable lifestyle for the homeless through the use of Housing First and other products such as Foundation 200 homes. These homes, designed by local housebuilder Hill, will be offered to people with a history of homelessness as a stepping-stone to re-establishing a stable lifestyle. They are built in a British factory and delivered fully furnished to each site. They are designed with safety and security in mind, with steel frames and walls, and have acoustic and thermal insulation that exceeds building regulations. The homes were designed in partnership with leading homelessness charity St Martin's In The Fields to ensure that they can meet the needs of homeless clients who may not have had continuous accommodation for some years.



SKILLS COMMITTEE	AGENDA ITEM No: 3.2
09 NOVEMBER 2020	PUBLIC REPORT

LIFETIME SKILLS GUARANTEE AND POST-16 REFORM

1.0 PURPOSE

- 1.1. This paper gives an update and overview to the Skills Committee on the Government's recent policy announcement of a new Lifetime Skills Guarantee (LSG) and Post-16 Reform updates.

<u>DECISION REQUIRED</u>	
Lead Member:	Councillor John Holdich, Lead Member for Skills
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: N/A	Key Decision: No
The Skills Committee is recommended to: (a) Note the updates around the Further Education Reform.	Voting arrangements Simple majority of all Members

2.0 BACKGROUND

- 2.1. The Department for Education (DfE) is planning to improve higher technical education to help people train or retrain for high-skilled jobs. The reforms are designed to improve the quality of higher technical education on offer and encourage more people to take higher technical education courses to enable them to develop the skills required by employers and to secure higher skilled technical roles.
- 2.2. To support reforms in technical education, the Government has already announced £1.5 billion to upgrade the existing further education estate in England and £2.5 billion for a National Skills Fund to help adults and employers access training, both announced in the Budget in April 2020.

- 2.3. On the 29th September 2020, the Prime Minister announced a “lifetime skill guarantee” which would offer a fully funded level 3 qualification for those aged over 18 in England without an A-level or equivalent qualification. This guarantee will be funded via the National Skills Fund.
- 2.4. Whilst both are still at policy stage, the CPCA along with the other eight Mayoral Combined Authorities (MCAs) (known collectively as the M9) are lobbying for devolved budgets of both the National Skills Fund and the FE Capital Upgrade fund to allow for greater localised control and maximised outputs that meet the labour market requirements of the Cambridgeshire and Peterborough region.
- 2.5. Initial discussions have taken place between some MCAs and Department for Education on how this might work, but they have been high level and not yet provided detail.

Lifetime Skills Guarantee

- 2.6. Whilst qualifications that will be funded are yet to be confirmed, there are over 4,300 qualifications that are likely to be eligible for funding.
- 2.7. Spending on adult skills has decreased by 25% in the last 10 years. Skills funding is often complex and currently for those aged 24 and over, level 3 qualifications can only be funded via an Advanced Adult Learning Loan.
- 2.8. Employers report of hard to fill vacancies due to a skills shortage of higher technical skills. Due to job displacement as a result of Covid-19 there are a much higher proportion of adults needing to retrain to remain in the labour market.

FE Infrastructure Fund

- 2.9. The £1.5b fund will support FE colleges to undertake immediate remedial work in this financial year to upgrade the condition of their estate and provide a boost as the country and its education system emerges from lockdown.
- 2.10. Money for this financial year has been allocated proportionately to eligible colleges based on their Education Skills and Funding Agency (ESFA) revenue funding.
- 2.11. The Prime Ministers Speech at Exeter College on 29th September 2020 suggested a stronger role for colleges at the heart of their local communities, supporting economic development.

Potential Future Devolution

- 2.12. One of the key reasons that Combined Authorities (CAs) and Mayoral Combined Authorities (MCAs) were established was to drive strategic economic development and improve productivity levels. There has been much good work

in local areas, and the additional focus, capacity and funding that comes from CAs/ MCAs provides significant added value, especially in the integration of complex and other unaligned interventions, such as planning, transport and skills.

2.13. Devolved employment and skills provision have had real impact across our areas, enabling decisions focused on driving better outcomes for individual economies:

- Our skills systems are increasingly aligned to the needs of local businesses
- Skills providers are more closely linked to the delivery of local industrial and economic strategies and are working in closer collaboration with other local agencies
- Locally designed support for those out of work is helping more residents re-enter and progress in the labour market; and
- Most recently, devolved areas were more quickly able to respond to the COVID crisis, agreeing different skills and training offers that could be provided, matching providers with employers seeking urgent recruitment, offering training to furloughed workers and implementing profile payments to providers

2.14. The improvement of skills levels in people and availability across businesses has been embedded within local and national economic development and recovery planning for some time. This importance is acknowledged within the devolution deals that all M9 authorities have put in place, with devolution of Adult Education Budget and greater responsibility for locally cohered and delivered employment and skills activity included as a given. The principles applied to the devolved Adult Education Budget should be replicated for the National Skills Fund.

2.15. The CPCA have been working closely with government officials on our recovery plans, ensuring that measures taken nationally cohere with local programmes. Our ability to respond rapidly, has meant that we have been able to ensure the stability of our training providers whilst also giving our residents the support they need to continue learning, to retrain and upskill. The devolved arrangements have provided an opportunity to flexibly align existing support, and funding has enabled us to better address the differing impact and needs that the crisis is having in our area and for our distinct labour markets. This further illustrates that place-based design and delivery of an offer can add real value to national policy, not detract from it.

2.16. We have requested engagement with Government officials on the detail of the Lifetime Skills Guarantee as a matter of urgency. This should include devolving new funding for adult skills, as well as co-designing the Lifetime Skills Guarantee's other components, such as boosting apprenticeships.

2.17. The ability of the CPCA to respond rapidly during the pandemic so far, resulted in the stability of our training providers whilst also giving our residents the support they needed to continue learning, allowing them to retrain and upskill.

The devolved arrangements have provided an opportunity to flexibly align existing support, and funding has enabled us to better address the differing impact and needs that the crisis is having in our areas and for our distinct labour markets. This further illustrates that place-based design and delivery of an offer can add real value to national policy, not detract from it and help to build back our economies.

- 2.18. Should a devolution deal not come to fruition, the CPCA will need to ensure they can best support, guide and advise providers of labour market needs via the Local Economy Recovery Strategy and Skills Advisory Panel Data to influence the regional delivery to ensure it is fit for purpose.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There are no Financial implications.

4.0 LEGAL IMPLICATIONS

- 4.1. Legal implications will become clear at the point devolved funding is agreed.

5.0 OTHER SIGNIFICANT IMPLICATIONS

- 5.1 There are no other significant implications.

<u>Background Papers</u>	<u>Location</u>
None	



SKILLS COMMITTEE	AGENDA ITEM No: 3.3
09 NOVEMBER 2020	PUBLIC REPORT

EMPLOYMENT AND SKILLS BOARD UPDATE PAPER

1.0 PURPOSE

- 1.1. This paper gives an update the Committee on the Employment and Skills Board (ESB) also known as a Skills Advisory Panel (SAP).

<u>DECISION REQUIRED</u>	
Lead Member:	Councillor John Holdich, Lead Member for Skills
Lead Officer:	John T Hill, Director of Business and Skills and
Forward Plan Ref: N/A	Key Decision: No
The Skills Committee is recommended to: (a) Note the updates around the Employment and Skills Board.	Voting arrangements Simple majority of all Members

2.0 BACKGROUND

- 2.1. The meeting is led by the new Chair Al Kingsley, who has recently been nominated by the Business Board. The CPCA Constitution states that the Chair needs to be from Business and a member of either the Skills Committee or LEP Board.
- 2.2. The ESB took place on the 13th October with 20 members in virtual attendance.

Employment and Skills Board Membership

- 2.3. The Employment and Skills Board currently comprises the following members:

Name	Title	Organisation
Al Kingsley (Chairman)	Group Managing Director	NetSupport
Pat Carrington	Executive Principal Assistant Director Skills and Employment	City College Peterborough Cambridgeshire County Council Peterborough City Council
Martin Lawrence	Commercial Director	Stainless Metalcraft
Mark Robertson	Principal and CEO	Cambridge Regional College
Jane Paterson- Todd	Chief Executive	Cambridge Ahead
Claire London	Associate Director of Learning and Organisational Development Learning and Organisational Development	Cambridgeshire and Peterborough NHS Foundation Trust
Bob Ensich	Area Director	Morgan Sindall
Stuart Searle	Managing Director	First Mailing Co.
Joe Crossley	Chief Executive	Qube Learning Ltd.
Julia Nix	District Manager	Dept for Work & Pensions (DWP/ JCP)
Sharon Keogh	Head of Community Action	Kingsgate Community Church, Peterborough
Jane Thomas	Regional Lead, East of England	BT Group Plc
Tracey Cox	Head of the East of England ESFA territorial team	Education Skills Funding Agency (ESFA Standing Invite)
Rose Shisler	Stakeholder Engagement Programme Lead	Anglian Water
Tony Jones	Chief Executive	One Nucleus
Dan Edwards	General Manager of Marshall Centre,	Marshalls
Harminder Matharu	Interim Director of Partnerships	Youth Futures Foundation
CPCA Officers:		
John T Hill	Director Business and Skills	Combined Authority
Alan Downton	Senior Interim Program Manager / UoP Lead	Combined Authority
Laura Guymer	Interim SRO Workforce Skills	Combined Authority
Janet Warren	Interim SRO Adult Education	Combined Authority
Rochelle Tapping	Deputy Monitoring Officer	Combined Authority
Tamar Oviatt-Ham	Democratic Services Officer	Cambridgeshire County Council
Jamie Leeman	Senior Analyst – Research	Cambridgeshire County Council
Rachel Hallam	Senior Researcher – Business Intelligence	Cambridgeshire County Council

Employment and Skills Board Meeting Documents

- 2.4. All of the documents for the recent Employment and Skills Board are on the link for the CPCA website below:

[Employment and Skills Board](#)

Meeting Overview

- 2.5 **Careers Guidance Research (Jane Paterson-Todd)**

Board Members received a presentation on the findings from careers guidance research conducted by Cambridge Ahead. The presentation set out the key findings and actions to be taken forward. The proposed actions include;

- Government works with Mayors to develop a funding pilot for dedicated career education within secondary schools – aligned and complimentary with local skills service initiatives
- Government develops a quality accreditation standard for career guidance providers
- Government review the Gatsby Benchmarks with a focus on quality and discuss with Ofsted how best to include career education as an integral part of the evaluation regime
- Business Networks and Representative Groups take a lead in working with employers and providers to build better connections between business and schools, and pilot new work experience and industry placements.

2.6 Items from Data team (Jamie Leeman)

Board members received a presentation on Covid Impacts.

The presentation built on the previous discussion at the August ESB 'Covid' catch up meeting. The presentation:

- focussed in on the local datasets discussed at the previous meeting- notably local job opening, claimants and HR1 submissions.
- presented data on some of the specific questions of the board such as the impact of Covid-19 on skills demand within job postings and our most deprived communities.

The presentation highlighted the next steps in relation to data monitoring which included;

- Continued monthly monitoring and quarterly reporting to the board of key datasets such as Job postings, HR1 Redundancies, claimant counts, government support and a range of additional labour market datasets as it is made available (e.g. unemployment rates).
- Establishment of quarterly board topics for further investigation and understanding.
- Delivery of Local Skill Report by March 2021 and to be revised for November 2021.

2.7 Health and Care Sector Work Academy Update (Pat Carrington)

The Board received a presentation on the Health and Care Sector Work Academy. The presentation included an update of the academy including:

- 636 learners enrolled and started with 342 completed the programme
- 74 face to face courses had been delivered and completed

- 9 online courses had been delivered since April 2020
- 46 learners had gained additional qualifications
- 143 learners had secured employment (42%) – 81% in sector of which, 6 learners had already been promoted
- 18 learners were in volunteering posts

2.8 University of Peterborough Update (Alan Downton)

The Board received a presentation on the University of Peterborough Project – Phase 1 which included a timeline for delivery, with doors due to be opened to students in September 2022.

2.9 Retraining Scheme Update (Laura Guymer)

The Board received an update on the progress of the retraining scheme. Board Members noted:

- Pilot programme currently in development with the NHS
- National skills fund had been announced two weeks ago and there was a lot of thought going in to how this would be utilised.
- Officers aimed to have an evaluation of progress to date by December 2020.

2.10 Skills Advisory Panel (SAP) Update (Jamie Leeman)

The Board received a presentation on the Local Skills Report Background and guidance. The presentation highlighted:

- Condition for this years' round of grant funding were that all SAPs produce a Local Skills Report by March 2021.
- Conceived as a lever to increase SAPs' influence - This idea and the positioning of reports alongside other SAP outputs was discussed as part of the research carried out with 11 SAP areas (a mix of LEPs and MCAs) during Spring this year.
- Aligned with wider FE policy landscape- including Skills and Productivity board (SPB) Reports will be a vital source of local intelligence for the national SPB's work.

2.11 School and Labour market Intelligence (LMI) (Laura Guymer and Jamie Leeman)

The Board received an update on Schools and labour Market Intelligence (LMI). Board Members noted:

- Officers reviewing how the data would be shared with schools and how it would be presented in terms of what would be beneficial for career leads and young people.

- Officers working with the CPCA Communications team on how the information would be presented including specific online resources and frequency of publication.

The Next Employment and Skills Board Meeting – 19 January 2021

2.12 The next ESB is scheduled for 19th January 2021, the agenda will include:

- An update from Metrodynamics on Labour Market Information
- The introduction of roundtable discussions with the new University of Peterborough provider Anglia Ruskin University (ARU) around stakeholder engagement and discussion of emerging curriculum
- Possible task and finish groups around refreshing internal strategies

3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications contained within this paper.

4.0 LEGAL IMPLICATIONS

4.1. There are no legal implications associated with the activities outlined in this report.

4.2. This Skills Committee meeting shall be conducted in accordance with Parts 2 and 3 of the Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 (SI 2020 No.392).

<u>Background Papers</u>	<u>Location</u>
None	



SKILLS COMMITTEE	AGENDA ITEM No: 3.4
09 November 2020	PUBLIC REPORT

BUDGET AND PERFORMANCE REPORT

1.0 PURPOSE

- 1.1. To provide an update and overview of the revenue and capital funding lines that are within the Business & Skills Directorate to assist the Skills Committee to enable informed decision making regarding the expenditure of these funds.

<u>DECISION REQUIRED</u>	
Lead Member:	Cllr John Holdich, Lead Member for Skills
Lead Officer:	John T Hill, Director for Business & Skills
Forward Plan Ref: N/A	Key Decision: No
The Skills Committee is recommended to: (a) Note the September budget and performance monitoring update.	Voting arrangements Simple Majority of all Members

2.0 BACKGROUND

- 2.1 The Skills Committee has requested a summary of the revenue and capital funding lines available within the Business & Skills Directorate, to assist in ensuring financial decisions relating to the revenue and capital funding lines under their control are well informed, financially viable, and procedurally robust.
- 2.2 At the June 2020 Combined Authority Board Meeting, the Board approved an updated Medium-Term Financial Plan (MTFP), including balanced revenue and capital budgets for 2020/21 This report shows the actual expenditure to date and forecast outturn position against those budgets.
- 2.3 The outturn forecast reflects costs incurred to date, accrued expenditure and the impact on the current year assumptions made on staffing, overheads and workstream programme delivery costs as set out in the revised MTFP.

3.0 REVENUE BUGDET

3.1. A breakdown of the Business & Skills Directorate 'Skills Revenue' expenditure for the period to 30th September, is set out in Table 1. below.

	July Budget £'000	Sept Board Approvals & Adjustments £'000	Revised Budget £'000	Actuals to 30th Sept 2020 £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000
Skills Revenue Programmes						
AEB Devolution Programme	11,646.3	-	11,646.3	6,675.9	10,774.5	(871.8)
AEB Innovation Fund - Revenue	336.7	-	336.7	-	336.7	-
AEB Programme Costs	372.7	-	372.7	98.4	372.7	-
Apprenticeship Levy Fund Pooling	76.2	-	76.2	21.3	76.2	-
Careers and Enterprise Company (CEC)	86.2	-	86.2	9.1	86.2	-
HAT Work Readiness Programme	52.8	-	52.8	36.6	52.8	-
Health and Care Sector Work Academy	3,235.6	-	3,235.6	215.5	1,053.1	(2,182.5)
High Value Courses	-	153.8	153.8	-	153.8	-
National Retraining Scheme	65.1	-	65.1	-	65.1	-
Sector Based Work Academies	-	152.0	152.0	-	152.0	-
Skills Advisory Panel (SAP) (DfE)	114.0	-	114.0	8.2	114.0	-
Skills Brokerage	107.0	-	107.0	-	107.0	-
Skills Strategy Implementation	120.5	-	120.5	12.4	120.5	-
University of Peterborough	4.2	-	4.2	143.4	4.2	-
University of Peterborough - Legal Costs	150.0	-	150.0	131.0	150.0	-
Total Skills Revenue	16,367.3	305.7	16,673.0	7,351.8	13,618.8	(3,054.2)

3.2. The Forecast Outturn as set out in the table above shows a reduction in expected costs for the year of £3,054.2k compared to the budget. 'Actual' figures are based on payments made and accrued expenditure where known. The year to date costs may therefore be understated due to the delay between goods and services being provided by suppliers, and invoices being raised and paid.

3.3. Variances between the predicted revenue outturn position and the annual budget for the main budget headings are set out below:

- The £871.8k underspend in the AEB Devolution Programme is due to estimates being in place for the ITP expenditure and a provision for the underspend within the Grant Providers. A reconciliation of payments to provision for grant providers will be made in February after 6 months of delivery and where necessary figures will be adjusted at that point.
- As reported at the previous committee, the Health & Social Care Work Academy is forecasting a large underspend for the current financial year of £2,182.5k. This is partly due to COVID-19 and a revised agreement with Department for Work & Pensions. It is understood that this project will roll into 2021/22.
- The University of Peterborough, whilst not showing any change in budget outturn, is currently overspent by £140k. This is due to costs that have been incurred and will be recharged to Prop Co once the legal agreements have been finalised.

3.4 A number of projects are worthy of additional comments to give clarity on their status, due to their current under/overspend:

- a. AEB Innovation Fund – This project received approval earlier in the financial year, but has only just released its prospectus to applicants. This is due to a number of factors, including the COVID-19 pandemic and the internal restructure of the AEB team. It is anticipated that there will be more applications for funding than is available, and there will be no concern with this funding being awarded prior to the end of the financial year.
- b. High Value Courses and Sector Based Work Academies – These projects were agreed at the last round of committee and board meetings and plans are currently being drawn up for their delivery, with a full spend of funding by the end of the financial year.
- c. Skills Brokerage – This funding is now fully spent as the final invoice for the service was received in October from Opportunity Peterborough.
- d. Skills Advisory Panel – Expenditure has been delayed, however, is now on track and will be defrayed by the end of March 2021.
- e. National Retraining Scheme – This was new funding awarded at the beginning of the financial year and delivery has been delayed due to COVID-19
- f. University of Peterborough – The final legal agreements between shareholders has not yet been signed off and therefore, recharges to the new Prop Co cannot be raised. This budget line is holding all costs incurred by the CPCA that will be recharged, therefore bringing the budget line within its approved limit.

4.0 CAPITAL BUDGET

4.1. A breakdown for the Business & Skills Directorate 'Skills Capital' expenditure for the period to 30th September, is set out in Table 2 below.

	July Budget £'000	Sept Board Approvals & Adjustments £'000	Revised Budget £'000	Actuals to 30th Sept 2020 £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000
Skills Capital Programmes						
University of Peterborough - Phase 1	12,300.0	-	12,300.0	585.4	12,300.0	-
Total Skills Revenue	12,300.0	-	12,300.0	585.4	12,300.0	-

4.2 UoP is proceeding as planned and capital expenses are being incurred. Once the final Shareholders Agreement is signed, the funds will be deposited with the new Prop Co as a lump sum and will therefore complete its spend within the financial year.

5.0 PERFORMANCE REPORTING

- 5.1 The Cambridgeshire and Peterborough Devolution Deal is about delivering better economic outcomes for the people of our area and commits us to specific results. The Combined Authority needs to monitor how well it is doing that.
- 5.2 Appendix 1 shows the Skills Performance Dashboard, with an update on delivery against the following growth outcomes at the heart of the Devolution Deal (of which outcomes are embodied in the business cases which the Board and Committee consider):
- Prosperity (measured by Gross Value Added (GVA))
 - Housing
 - Jobs
- 5.3 These metrics are updated to align with the Board Performance Reports
- 5.4 Appendix 1 also shows the current RAG status for Skills' projects, as at the end of September 2020.

6.0 FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications other than those included in the main body of the report.

7.0 LEGAL IMPLICATIONS

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

8.0 APPENDICES

- 8.1. Appendix 1 – Performance Dashboard

<u>Source Documents</u>	<u>Location</u>
None	

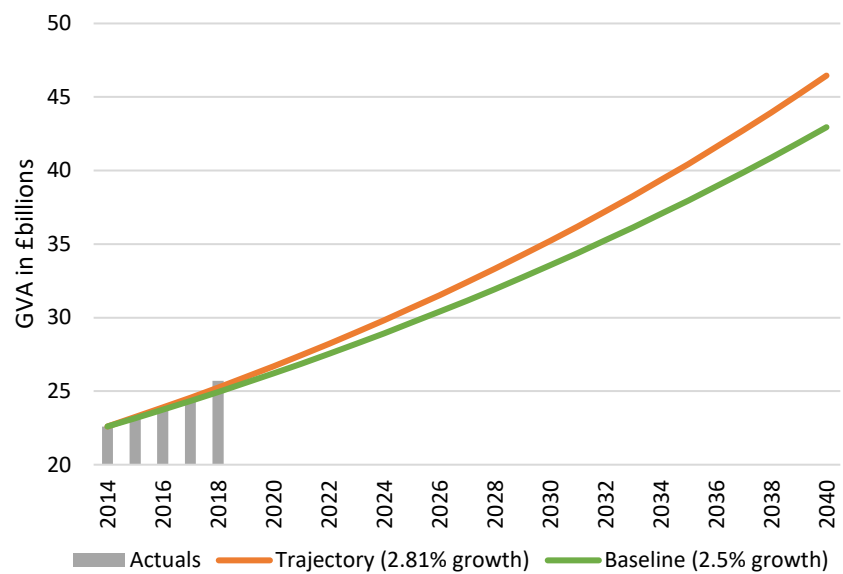
Sources:

Baseline: Current trend without Devolution Deal interventions
Outturn data source: GVA and Jobs - Office of National Statistics (ONS);
Housing - Council Annual Monitoring Reports/CambridgeshireInsights.

SKILLS COMMITTEE

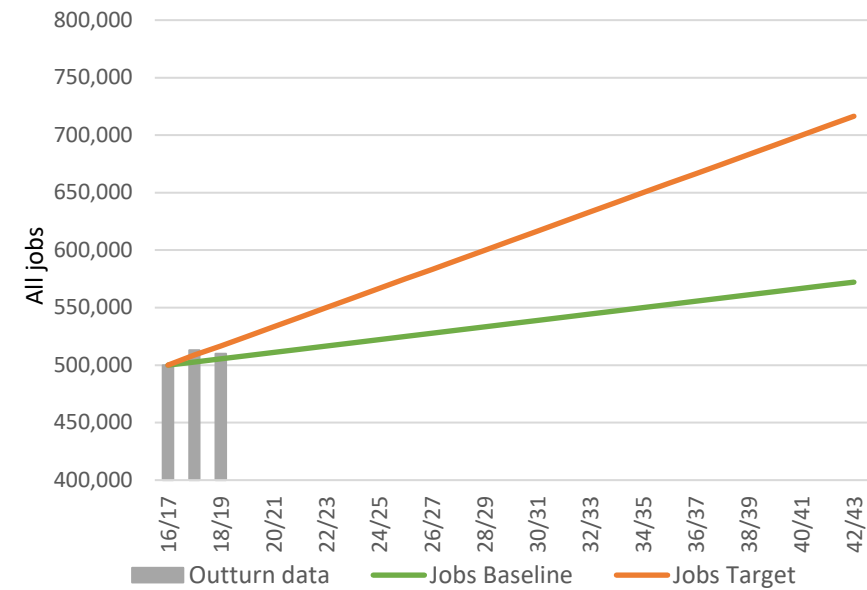
COMBINED AUTHORITY PERFORMANCE DASHBOARD
DEVOLUTION DEAL TRAJECTORY

GVA TRAJECTORY V BASELINE



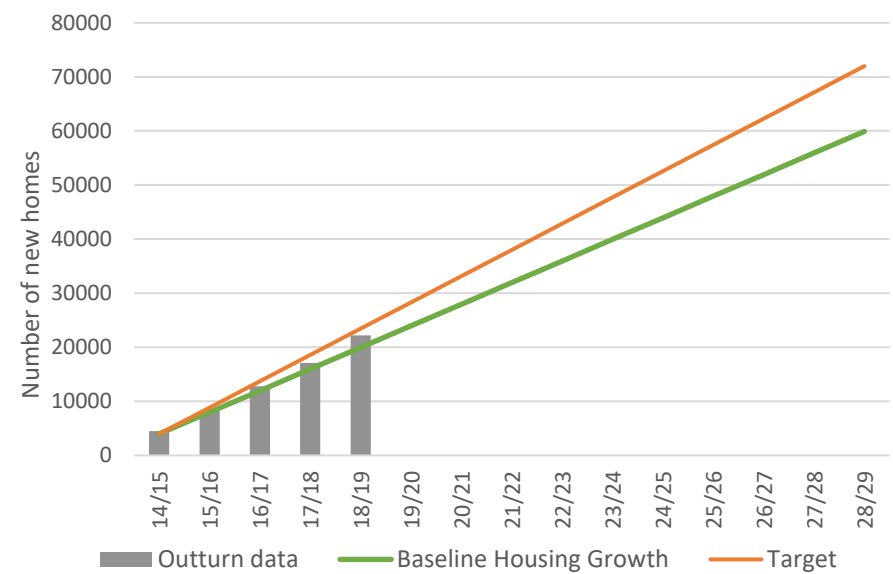
This has been updated in line with National Reporting standards. The CPCA Devolution Deal committed to doubling GVA over 25 years with 2014 as the baseline. To achieve this target the CPIER identified the region would require annual growth of 0.31% on top of the 2.5% baseline growth.

JOBS TRAJECTORY V BASELINE



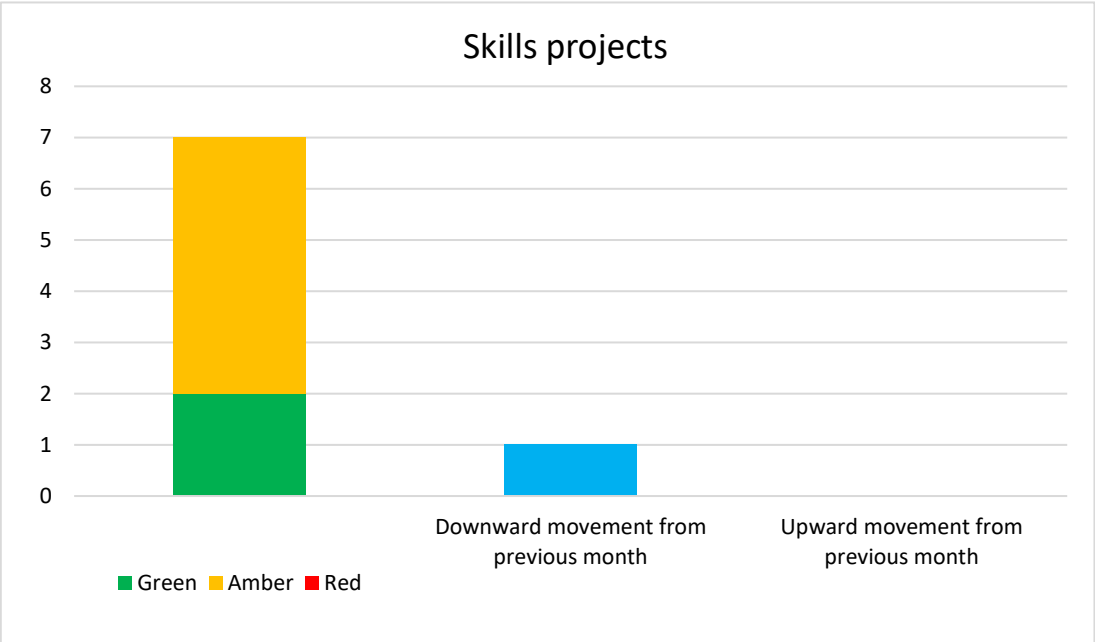
Target is derived through the CPIER by the GL Hearn report with a high growth scenario of 9,400 additional job growth per annum and a baseline of 4,338 jobs per annum.

HOUSING PERFORMANCE (*cumulative figures)



Devolution Deal target to deliver 72,000 new homes over a 15-year period. £170m affordable homes programme is expected to deliver over 2,500 additional homes.

Combined Authority Skills Project Profile:



Skills projects	
Project	RAG status
National Retraining Scheme pilot	Green
University of Peterborough	Green
Adult Education Budget (AEB)	Amber
Apprenticeships	Amber
Careers and Enterprise Company (CEC)	Amber
HAT Work Readiness Programme	Amber
Health & Care Sector Work Academy (HCSWA)	Amber
Skills Brokerage	Complete

Data as at the end of September 2020

