



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 08 November 2021

Democratic Services

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

14:30 PM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Virtual Meeting

AGENDA

PUBLIC MEETING

Part 1 - Governance

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

Membership

The Business Board comprises

Private Sector Members

Member	Sector
Austen Adams (Chairman)	Advanced Manufacturing
Tina Barsby	Agri-Tech

Faye Holland	Communications
Aamir Khalid	Advanced Manufacturing, Research & Development, and Small & Medium-sized Enterprises
Al Kingsley	Digital & Education
Jason Mellad	Life Science
Andy Neely (Vice-Chairman)	Skills & Education
Nitin Patel	Advanced Manufacturing and Small & Medium-sized Enterprises
Rebecca Stephens	Digital & Communications

Co-opted Members

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

Public Sector Members

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

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

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

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Business Board: Minutes

(Draft minutes published on 28th September 2021)

Date: 14th September 2021

Time: 2:30pm – 5:10pm

Present: Austen Adams (Chair), Andy Neely (Vice-Chair), Tina Barsby, Councillor Wayne Fitzgerald, Mike Herd, Faye Holland, Mayor Dr Nik Johnson, Al Kingsley, Jason Mellad, Nitin Patel, Rebecca Stephens and Andy Williams

33. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Aamir Khalid and Mark Dorsett.

Andy Neely declared a non-statutory disclosable interest in relation to the Growth Works Management Review – September 2021 (agenda item 2.3), due to his involvement with Cambridge&. It was confirmed that he would not be required to leave the meeting for the duration of the item.

Austen Adams declared a pecuniary interest in relation to the Reappointment of First Term Private Sector Members (agenda item 3.1), due to being nominated for reappointment. It was confirmed that he would leave the meeting for the duration of the item.

Andy Neely declared a pecuniary interest in relation to the Reappointment of First Term Private Sector Members (agenda item 3.1), due to being nominated for reappointment. It was confirmed that he would leave the meeting for the duration of the item.

Tina Barsby declared a pecuniary interest in relation to the Reappointment of First Term Private Sector Members (agenda item 3.1), due to being nominated for reappointment. It was confirmed that she would leave the meeting for the duration of the item.

The Chair noted that Mark Dorsett would be retiring and stepping down from the Business Board following the meeting and expressed thanks for his contributions to the work of the Business Board since joining in September 2018.

34. Minutes – 19th July 2021

The minutes of the meeting held on 19th July 2021 were approved as a correct record.

The Business Board noted the Minutes Action Log.

35. Budget and Performance Report

The Business Board received the latest budget and performance report, which provided an update and overview of the revenue and capital funding lines within the Business and Skills directorate, and which also sought a recommendation for the Combined Authority Board that the increased Growth Hub budget and requirements be delivered via the Cambridgeshire & Peterborough Business Growth Company (Growth Co.). Informing members that the first tranche of funding from the European Social Fund had been received on 14th September 2021, the Finance Manager noted that the report had not included information on Market Town or Energy Capital projects because they were not under direct control by the Business Board, although she suggested that future reports could include such information if requested. Attention was drawn to the proposal to allocate the additional £290k of Supplemental Funding for Growth Hubs to Growth Co., as set out in section 6 of the report.

While discussing the report, the Business Board:

- Sought clarification on what the effects would be if the second £250k tranche of the 2021-22 Local Enterprise Partnership (LEP) core funding grant was not received. Noting that much of the Business Board's work was carried out in conjunction with the Combined Authority, the Finance Manager indicated that financial support would potentially be provided by the Combined Authority or Enterprise Zone receipts in such circumstances. The Director of Business and Skills emphasised that the majority of core funding was spent on salaries and that a funding loss would therefore not affect project delivery, and he informed members that a meeting would be held with the Department for Business, Energy and Industrial Strategy (BEIS) on 4th October to seek confirmation on the matter.
- Queried whether the ongoing contractual agreement issues between the Combined Authority and Growth Co. were having a negative impact on the ability of Growth Co. to invest in the market. Clarifying that the Combined Authority had been providing the funding despite not receiving documented invoices, as permitted by the Local Growth Fund (LGF) agreement, the Finance Manager assured members that there were no negative impacts.
- Requested that future reports contained information on Market Town or Energy Capital projects in order to gain insight and remain informed on whether the projects were meeting their spend profile.
- Clarified that the delay to the repatriation of £4m from Cambridgeshire County Council was not due to legal issues, and that it was currently being processed by the County Council. The Director of Business and Skills undertook to provide Members with an update on when the repatriation would be completed, including an indication of any additional obstacles that had been identified as potential further causes of delay. **Action required**
- Suggested that it would be helpful to track what the £290k Supplemental Funding was spent on by Growth Co., in order to assess the impact of the additional funding.
- Established that spending of the £290k Supplemental Funding was restricted and that this would be reflected in the contractual agreement with Growth Co.. The

Finance Manager clarified that it could not be spent on certain areas, such as marketing or legal and financial advice, while BEIS had specifically asked for additional advisers and support for delivery in areas such as starting up businesses. She undertook to provide members with the contract and schedule of the draft agreement, which provided further information on such matters. **Action required**

- Confirmed that if the Business Board chose not to support the Growth Co. receiving the £290k Supplemental Fund, it would be required by BEIS to employ a different company to deliver the additional services.

It was resolved unanimously to:

- (a) Note the outturn financial position relating to the revenue and capital funding lines within the Business & Skills Directorate for the 20/21 financial year;
- (b) Advise officers to include Market Towns and Energy Capital programmes in their financial reporting going forward;
- (c) Note the increase in the Growth Hub Funding; and
- (d) Recommend to the Combined Authority Board that the increased Growth Hub budget and requirements be delivered via the Cambridgeshire & Peterborough Business Growth Company (Growth Co.), as detailed in section 6 of the report.

36. Strategic Funding Management Review – September 2021

The Business Board received the September iteration of the Strategic Funds Management Review, which provided an update on strategic funding programmes and their progress to 1st August 2021. Attention was drawn to the LGF Project Monitoring Report at Appendix 1 of the report, which included additional information on project timelines and outcome indicators. Noting that a balance of around £4m was expected to be repatriated from Cambridgeshire County Council as a result of the Combined Authority Board's rejection of the Project Change Request for the Wisbech Access Strategy Project at its meeting on 28th July 2021, the Senior Responsible Officer: LGF and Market Insight & Evaluation informed members that the Combined Authority Board had also approved funding for the Wisbech Access Strategy project to continue to the detailed design stage.

While discussing the report, the Business Board:

- Argued that it should be ensured that pipeline projects aligned with the various strategies already developed and in development by the Combined Authority and Business Board, including the AgriTech Strategy.
- Expressed concern about the impact of the Business Board's support for aborted or failed projects, including the Cambridgeshire Autonomous Metro (CAM), the Wisbech Access Strategy and the iMET centre, on the wider assessment of its portfolio of investments. While acknowledging that there would be an impact on the reputation of the Business Board as a result of such failures, the Senior Responsible Officer: LGF and Market Insight & Evaluation argued that the overall portfolio was

extremely successful and achieving its targeted outcomes. Observing that support for the Wisbech Access Strategy and iMET centre had been given by the Greater Cambridge Greater Peterborough Local Enterprise Partnership before the establishment of the Business Board, the Director of Business and Skills argued that the Business Board would not be judged on those projects, although he acknowledged that the Business Board had supported the CAM.

- Suggested that a review of failed or aborted projects should be carried out in order to avoid similar situations occurring in the future, and the Senior Responsible Officer: LGF and Market Insight & Evaluation informed members that reviews of the Wisbech Access Strategy and iMET projects were already underway. It was argued that support for the CAM had failed to consider a potential change in strategy and political direction following the mayoral election in May 2021, and that a review of that project should also be carried out. It was also suggested that future investment decisions should consider such issues, and the Senior Responsible Officer agreed to provide the Business Board with a summary of the lessons learned from the failed and aborted projects. **Action required**
- Expressed concerns over future levels of funding and acknowledged that the Business Board would need to be focussed and prescriptive with the projects that it chose to support moving forward. It was suggested that a review of the scoring matrix could help such a process.
- Noted that various refreshed strategies would be presented to the Business Board in January 2022, including the Industrial Strategy, the Recovery Strategy and the Skills Strategy. It was argued that the refreshed strategies should reflect and align to national strategies set by BEIS.
- Queried whether officers had contributed towards the development of the Government's Innovation Strategy. The Director of Business and Skills informed the Business Board that papers had been sent to BEIS, in liaison with Cambridge Ahead, and he undertook to circulate the papers to members. **Action required**

It was resolved unanimously to:

Note all programme updates outlined in this paper.

37. Growth Works Management Review – September 2021

The Business Board received the September iteration of the Growth Works Management Review, which provided an update on the Growth Works' programme performance since its launch in May 2021 and up to 31st July 2021, during which time the focus had been on ensuring the four service lines were embedded, operational and in execution mode across the region. Noting that all the key performance indicators (KPIs) except for one had been given a green RAG status, the Growth Co. Chair informed Members that it was expected that all the KPIs would shortly be green as a result of the strong pipeline of businesses. He noted that a reduction in apprenticeship and training commitments had been observed in some companies due to financial challenges stemming from the impacts of Covid-19, although certain sectors, such as logistics, were increasingly recognising the benefits of training. Upcoming work would

involve collecting data on customer satisfaction and an evaluation of marketing activities, while the development of a live portal to access performance results would shortly begin its testing phase.

While discussing the report, the Business Board:

- Paid tribute to the wide reach of Growth Works to small businesses across the region. The Interim Programme Manager informed members that he maintained regular contact with local authorities across the Cambridgeshire and Peterborough region to link them in with business support.
- Requested that members be kept informed of upcoming events.
- Established that a process for compiling data on customer satisfaction would begin, following a focus during the first financial quarter on settling in.
- Acknowledged the challenge in keeping all the stakeholders involved in skills informed and satisfied.
- Recognised the importance of ensuring there was high-quality management of the inward investment.
- Suggested that a risk register would be useful to identify key areas of concern. The Growth Co. Chair informed the Business Board that a risk register had been developed, although it was being reviewed to ensure that it had an appropriate scope and involved an effective scoring system to represent the risks.
- Highlighted the importance of aligning with the investment strategies of other bodies, such as Cambridge&. Noting that there was close alignment with Cambridge&, the Interim Programme Manager informed members that a network of networks was being developed to further strengthen such connections.
- Clarified that although the Top Leading Indicator for growth coaching in businesses provided with a growth diagnostic appeared to be substantially behind its target, as detailed in section 2.2 of the report, the target was expected to be achieved by the end of September, and that the figures in the report represented ongoing figures rather than for the end of the quarter.
- Noted that if all the KPIs were achieved it might be appropriate to set more challenging targets.
- Highlighted the challenge in obtaining contractual certainty on building supplies and costs to ensure that projects could progress as planned.

It was resolved unanimously to:

Note the Growth Works programme performance up to 31 July 2021.

38. Phase 3 University of Peterborough – Masterplan and Short-Term Financing

The Business Board received a report detailing the decision made by the Combined Authority Board at its meeting on 28th July 2021 to approve a £100,000 grant to Peterborough City Council (PCC), to contribute to the £300,000 Master Planning works, and to give consent as the majority shareholder in the Peterborough HE Property Company Limited (Prop Co 1) to allow Prop Co 1 to consider and approve a short term cashflow financing proposal for Phase 3 of the University of Peterborough (UoP).

It was resolved unanimously to:

Note the decision of the Combined Authority Board on 28 July 2021, in relation to the mobilisation works for Phase 3 of the University of Peterborough.

39. iMET Investment Update and Recovery Recommendations – Urgency Procedure Update

The Business Board received a report outlining the outcome of the Urgency Procedure process undertaken in relation to an offer received on the 19th July 2021 for the purchase of the iMET vocational training centre freehold at Alconbury Weald. Noting that none of the votes received by members as part of the Urgency Procedure had been against the recommendations, the Senior Responsible Officer: LGF and Market Insight & Evaluation informed the Business Board that the company that had made the offer had been advised of the Business Board's support, prior to the final decision being made by the Combined Authority Board at its meeting on 29th September 2021.

While discussing the report, the Business Board clarified that the Red Book Valuation of the iMET had been attached to the report to provide transparency. It was also noted that the Combined Authority was working to reduce the number of exempt appendices in reports moving forwards.

It was resolved unanimously to:

Note the majority vote by Urgency Procedure in support of the recommendations in Appendix 1 of the report.

40. Reappointment of First Term Private Sector Members

The Business Board received a report seeking the reappointment of Austen Adams (Chair), Aamir Khalid, Andy Neely (Vice-Chair) and Tina Barsby as private sector members of the Business Board, following the completion of their first three-year term that began in September 2018. A fifth member that was reaching the end of his first three-year term, Mark Dorsett, was retiring and therefore would not be standing for reappointment.

While discussing the report, the Business Board:

- Noted that although Tina Barsby would be retiring from her main employment, she would continue to work as a consultant and would be heavily involved in the agritech sector across the region, and would therefore continue to fulfil the criteria for eligibility as a member of the Business Board.
- Clarified that, if reappointed, the Chair would be undertaking his second term as Chair of the Business Board.
- Observed that, if reappointed, the second terms of the Chair and Vice-Chair would both finish in September 2024, and expressed concern about the subsequent transition.
- Sought clarification on whether the reappointments required approval from the Combined Authority Board, and the Business Programmes and Business Board Manager undertook to establish whether such approval was required. **Action required**

It was resolved unanimously to:

Approve second term reappointments for private sector members Austen Adams (Chair), Andy Neely (Vice-Chair), Tina Barsby and Aamir Khalid.

41. Business Community Insight

The Business Board received a report which presented two options for ensuring the Business Board remained representative of the communities and cross-section of businesses it served by including representation from local Business Representative Organisations BROs and trade unions. The first option, to further strengthen links with BROs, was to recruit a local BRO representative to chair the Business Advisory Panel sub-group (BAP) as a voting member on the Business Board. The second option was, to strengthen link with trade unions, was to recruit a local trade union representative as a voting member on to the Business Board. It was proposed that both groups could put forward a candidate to the recruitment process for membership of the Business Board, who would then be assessed by the appointment panel. It was noted that a further proposal had been made for the Economic Recovery Sub-Group to be wound down and replaced by the newly reconfigured BAP.

While discussing the report, the Business Board:

- Recognised the value that trade unions could provide to businesses, as well as the skills, experience and insight that they would be able to offer to the Business Board, and argued that it was more a question of whether they could put forward a suitable candidate for the role of Business Board membership.
- Acknowledged the benefits of encouraging a diversity of voices on the Business Board, and recognised the external support for increasing participation and openness.

- Observed that some other LEPs included trade union representatives in their membership.
- Queried whether the proposal to involve trade unions with the Business Board was based on a wider, national strategy of the Government, or whether it was based on specific concerns with the Business Board in Cambridgeshire and Peterborough. Emphasising that the proposal was not based on any concerns about the Business Board in particular, the Director of Business and Skills informed members that the Government was actively encouraging greater BRO involvement in the skills sector and LEP work across the country.
- Acknowledged the likelihood that the Government's ongoing LEP Review would propose an increased involvement of trade unions and BROs in LEPs, and that the Business Board had the opportunity to pre-empt such a proposal, although it was also argued that it would be appropriate to wait for the LEP Review to be concluded before making a decision.
- Argued that Business Board members were expected to represent business in general in a cooperative manner and individual capacity, rather than for a specific sector or group of people, and expressed concern over whether a trade union or BRO representative would be able to disassociate themselves appropriately from the tens of thousands of people that it was in their remit to represent.
- Suggested that the BRO and/or trade union representatives could join the Business Board as co-opted members, rather than full members, although it was also argued that this would diminish their influence.
- Observed that the Business Board currently had an open recruiting process and expressed concern about introducing an alternative, closed route to membership, noting that trade union and BRO representatives could already apply for membership through the current recruitment process.
- Argued that members should be selected based on their skill-set and individual merit, and expressed concern that rejecting a trade union or BRO candidate on this basis could be misconstrued and perceived negatively.
- Observed that there was already a National Farmers Union representative on the BAP, and suggested that including BRO and trade union representatives on the BAP would provide sufficient opportunity to provide input to the Business Board if the BAP then elected one of its members to join the Business Board, although another member expressed concern that this would lessen their input and potential impact.
- Observed that inviting trade unions and BROs to join the Business Board could lead to further lobby groups arguing that they should be represented as well.
- Suggested that trade unions and BROs could be added to the list of sectors that the Business Board actively encouraged to apply for membership, although it was argued that this would be less effective than setting their membership as a requirement. It was observed that an analysis of businesses and sectors across the region had been carried out when the Business Board was established in 2018, and

that this had not identified a specific need for either trade unions or BROs. Members requested an updated assessment and review of sectorial representation be carried out and the Director of Business Skills undertook to circulate one. **Action required**

- Argued that while trade unions were important in the functioning of individual businesses, their interest in the varied roles of the Business Board would be limited and selective. Members expressed concern that their involvement could lead to a politicisation of the Business Board's debates, which it aimed to avoid, nothing that trade unions regularly conflicted with businesses, although it was argued that effective trade unions recognised the need for cooperation and open dialogue.

Following the discussion and taking into consideration the concerns that had been raised about the options presented in the report, the Director of Business and Skills proposed the following alternative third option, which was supported by a majority of members:

To encourage applications from local Business Representative Organisations and Trade Unions to apply for membership of the Business Board.

It was resolved unanimously to:

Consider the two proposed options to broaden membership of the Business Board to include representation from local Business Representative Organisations and Trade Unions.

42. Format of Business Board Meetings

The Business Board received a report asking it to reconsider a recommendation made by the Audit and Governance Committee to the Combined Authority Board that Business Board meetings should be held in public, unless determined by the Chair that a meeting should be in private or confidential session. Following the Business Board's original decision, made on 19th May 2021, to not support the recommendation, the Combined Authority Board had asked for a reconsideration, and following discussions between the Chair of the Business Board and the Chair of the Audit and Governance Committee, it was proposed that the Business Board support the recommendation.

While discussing the report, the Business Board:

- Observed that it was the first time that the Combined Authority Board had not supported a recommendation from the Business Board, and argued that this indicated the widespread support for Business Board meetings to be held in public.
- Acknowledged that the Combined Authority held meetings in public while dealing with confidential matters in closed sessions, and that this increased levels of transparency and openness. However, it was also argued that, as Business Board members were not publicly elected representatives, it was unfair for them to be subject to the same levels of public scrutiny.
- Expressed concern that Business Board members would be less willing to engage openly with some discussions if meetings were held in public, and that members of

the public could misconstrue Business Board members as representing their own businesses or sectors.

- Suggested that the Business Board could discuss whether the next meeting should be held in private at the end of each meeting, although it was recognised that discretion to make such a decision would remain with the Chair.

It was resolved unanimously to:

- (a) Reconsider the recommendation from the Audit and Governance Committee, 'that there should be a presumption that meetings of the Business Board are carried out in public (unless otherwise determined by the Chair); and
- (b) Recommend the Combined Authority approve the proposed format change for future Business Board meetings.

43. Business Board Headlines for Combined Authority Board

The Business Board noted the headlines that the Chair would convey at the Combined Authority Board meeting on 29th September 2021.

44. Business Board Forward Plan

Noting that the next meeting on 9th November would be the public Annual Meeting, the Business Board noted the Forward Plan.

Chair
8th November 2021



THE BUSINESS BOARD

Business Board Minutes Action Log

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

Business Board Meeting Held on 12 th January 2021					
Minute	Report Title	Officer	Action	Comments	Status
202.	LEP Partnering Strategy	J T Hill	Organise a workshop session for members to identify what could be gained from the LEP collaboration and how they could contribute.	Postponed, pending potential Government announcement of a further review of LEPs and their future access to funding and role in bidding for funds.	Action Ongoing (Completion target: January 2022)
Business Board Meeting Held on 16 th March 2021					
212.	Business Growth Service (Growth Works)	A Downton	Consider reviewing the £150k maximum grant limit following a presentation from Gateley's at the Business Board update meeting on 14th April 2021.	At present, the applicant is in a pilot phase with several major US and UK businesses. Should they move from pilot to contract, a further review of the maximum grant limit will be undertaken.	Action Ongoing (Completion target)

					November 2021)
		A Downton	Form a working group and sign the relevant NDAs in order to work with officers and Gateley's to assess the investment decision related to the request to increase the maximum grant limit in greater detail.	Should they move from pilot to contract, then an NDA will be circulated to the four Business Board members who put themselves forward to be part of a wider group to scrutinise the detail before it returns to the Business Board for a final decision.	Action Ongoing (Completion target: November 2021)
Business Board Meeting Held on 19 th May 2021					
3.	Future Funding Strategy	Domenico Cirillo / Steve Clarke	Consider how public health could be further integrated into the Business Board's agenda.	Public health impacts can be further integrated and assessed as part of the bid evaluation process around future funding streams – details of which are expected by the Autumn 2021 Government Spending Review.	Action ongoing (Completion target: November 2021)
5.	Cambridgeshire and Peterborough Priority Sector Strategies	Steve Clarke	Conduct a complete review of the digital strategy, in light of the impacts of Covid-19 and present to the Business Board later in 2021.	It is anticipated that this will be presented to the Board at its meeting in March 2022. The Strategy will incorporate the work underway with the High Performance Computing (HPC) Roadmap.	Action ongoing (Completion target: March 2022)
6.	Format of Business Board Meetings	Rochelle Tapping	Work with the Overview and Scrutiny Committee to explore mechanisms to improve transparency.	Agenda Item 3.3 (Format of Business Board Meetings) at the Business Board meeting held on 14 th September 2021 further considered this. A paper was taken to the Leaders strategy meeting, Audit and Governance Committee and finally to the Combined Authority Board	Action Complete

				on 29 th September 2021. It has been approved that meetings of the Business Board will be carried out in public (unless otherwise determined by the Chair).	
10.	Business Advisory Panel Update	Domenico Cirillo	Consider whether the Trade Unions Congress could either itself become involved with the BAP or recommend a representative of trade unions to participate.	A formal proposal of extended membership and updated Terms of Reference will be presented to the next Economic Recovery Sub-Group on 23 rd November to agree the reconfiguration of the BAP.	Action ongoing (Completion target: November 2021)
13.	Business and Market Engagement Update	Ed Colman/Alan Downton	Provide members with presentations that would be made at upcoming Growth Works meetings.	Growth Works performance statistics and development of a portal utilising HubSpot CRM for live reporting will be available by the end of November.	Action ongoing (Completion target: November 2021)
Extraordinary Business Board Meeting Held on 9 th June 2021					
18.	University of Peterborough Phase 3 Funding	Steve Clarke	To consider a review of the Local Assurance Framework so that it could accommodate recent bid opportunities with a short timeline without compromising the robust process currently implemented	A review of the Local Assurance Framework is scheduled for the Business Board and Combined Authority Board in January 2022.	Action ongoing (Completion target: January 2022)
Business Board Meeting Held on 19 th July 2021					

21.	Budget and Performance Report	Vanessa Ainsworth	Identify a timeline for the potential exit plans of each equity investment project, and present the findings to the Business Board for discussion.	Work has begun with Steve Clarke and Rob Emery, but information is required from individual projects on the timelines for exit.	Action ongoing (Completion target: November 2021)
22.	Strategic Funds Management Review July 2021	Steve Clarke	Conduct a review of the Wisbech Access project to identify learning outcomes which would ensure that future projects did not stay dormant.	Included in the upcoming Strategic Funding Management Review paper for the Business Board in November.	Action Complete
26.	Business Board Performance Assessment Framework and Recruitment Process	Domenico Cirillo	Develop the member recruitment process.	A recruitment video has been put together to inform potential applicants of the opportunity to join the Business Board. The job profile, recruitment advert and platforms have been finalised with the HR team and the recruitment campaign is now live - closing date for applications is 8th November.	Action Complete
		Domenico Cirillo	Consider the pros and cons of inviting a trade union member alongside co-option.	Agenda Item 3.2 (Business Community Insight) of the agenda for the Business Board meeting held on 14 th September 2021 considered the options to broaden Business Board membership. Applications are welcome from Trade Union representatives for Business Board membership.	Action Complete

27.	Business Board Nomination to the Greater Cambridge Partnership Joint Assembly	Domenico Cirillo	Review current arrangements of representation on the Greater Cambridge Partnership in 6 months.	To be reviewed in January 2022.	Action ongoing (Completion target: January 2022)
30.	Business and Market Engagement Update	Emily Martin	Provide a link to the digital dashboard.	A license is now in place with the supplier of the digital dashboard and a link to the platform will be circulated by the end of November.	Action ongoing (Completion target: November 2021)

Business Board Meeting Held on 14th September 2021

35.	Budget and Performance Report	John T Hill	Provide Members with an update on when the repatriation of £4m from Cambridgeshire County Council would be completed, including an indication of any additional obstacles that had been identified as potential further causes of delay.	Update provided as part of the Strategic Funding Management Review Paper to the November Business Board Meeting.	Action Complete
		Vanessa Ainsworth	Provide members with the contract and schedule of the draft agreement for the Supplemental Funding, which provided further information on what the funding could and could not be spent on.	Circulated to Members 13 th October 2021.	Action Complete

36.	Strategic Funding Management Review – September 2021	Steve Clarke	Provide the Business Board with a summary of the lessons learned from failed and aborted projects.	Scheduled for the next Business Board Activity Update meeting in December.	Action Ongoing (Completion target: December 2021)
		John T Hill	Circulate the papers that had been sent to BEIS towards the development of the Government's Innovation Strategy.	Papers were circulated to Members on 14 th September 2021. Additionally, the Innovation Strategy was presented by a representative from BEIS at the Business Board Activity Update Meeting on 8 th October.	Action Complete
40.	Reappointment of First Term Private Sector Members	Domenico Cirillo	Establish whether the Business Board reappointments required approval from the Combined Authority Board.	Confirmed with the Legal Team that Business Board reappointments do not require approval from the Combined Authority Board.	Action Complete
41.	Business Community Insight	John T Hill	Provide members with an updated assessment and review of sectorial representation of private sector members on the Business Board.	An analysis of Business Board sector representation and company size was presented to Members at the Activity Update meeting on 8 th October.	Action Complete

Public Questions Protocol

1. Purpose

- 1.1 The annual general meeting of the Business Board is open to the public to attend to ensure the communities that it represents can understand and influence the economic plans for the area.
- 1.2 In line with general practice of public meetings, members of the public are invited to present questions to the Business Board at the annual general meeting. This standard protocol is to be observed.

2. Public Questions Protocol

2.1 Notice

- 2.1.1 A question may only be asked if it has been submitted in writing or by electronic mail to the Deputy Monitoring Officer of the Cambridgeshire and Peterborough Combined Authority (Rochelle.Tapping@cambridgeshirepeterborough-ca.gov.uk) no later than midday on Wednesday 3rd November 2021 (three working days before the day of the meeting).
- 2.1.2 Each question must give the name and address and contact details of the questioner, the name of the organisation if the question is being asked on their behalf, and details of the question to be asked.
- 2.1.3 No person may submit more than one question.
- 2.1.4 If the Deputy Monitoring Officer considers a question:
 - (i) is not about a matter for which the Business Board has a responsibility, or which affects its area;
 - (ii) is illegal, improper, defamatory, frivolous or offensive including if it makes unfair claims about members of the Business Board or Business Board officers; or
 - (iii) requires the disclosure of confidential or exempt information,she will inform the Chair, who will then decide whether or not to reject the question.
- 2.1.5 The Deputy Monitoring Officer shall record the question. Rejected questions will be recorded including the reasons for rejection.

2.2 Procedure at the Meeting

- 2.2.1 Questions will be read out by an officer on behalf of the questioner unless the questioner requests to temporarily join the virtual meeting to ask his or her question. If the questioner is joining the meeting, the he or she will be provided with access information on the day of the meeting.
- 2.2.2 The Chair will invite the question to be put to the Business Board. Up to two minutes are allowed for putting the question. If a questioner who has submitted a written question is unable to be present, they can ask for a written response. No debate will be allowed on the question or response.
- 2.2.2 The Chair will deal with the question or statement, or request that an appropriate member or officer reply orally. If this is not possible, the member of the public will be provided with a written answer using the contact details provided.
- 2.2.3 Unless due to time shortage and the need to answer other questions means there is insufficient time for supplementary questions, a questioner may also put one supplementary question without notice to the member or officer who has replied to his or her original question. A supplementary question must arise directly out of the original question or the reply and must not introduce new material. One minute is allowed for putting the supplementary question.
- 2.2.4 Up to two minutes are allowed for answering a question or supplementary question. Any question which cannot be dealt with because of lack of time will be dealt with by a written answer.
- 2.2.5 The total time allocated for questions by the public and Members shall normally be limited to a maximum of 30 minutes, but the Chair shall have the discretion to add a further 15 minutes.
- 2.2.6 Questions will be taken at the meeting in the order in which they were received.
- 2.2.7 Written answers will be provided after the meeting to the person who submitted the question. Copies of all questions will be circulated to all Business Board members. Questions and answers will be published on the Business Board website.

Budget and Performance Report

To:	Business Board
Meeting Date:	8 November 2021
Public report:	Yes
Lead Member:	Chair of the Business Board, Austen Adams
From:	Vanessa Ainsworth, Finance Manager
Key decision:	No
Forward Plan ref:	N/A
Recommendations:	<p>The Business Board is recommended to:</p> <ul style="list-style-type: none">a) Note the outturn financial position relating to the revenue and capital funding lines within the Business & Skills Directorate for the 20/21 financial year

1. Purpose

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

2. Background

- 2.1 The Business Board has requested a summary of the revenue and capital funding lines available within the Business & Skills Directorate, to assist in ensuring financial decisions relating to the revenue and capital funding lines under their control are well informed, financially viable, and procedurally robust.
- 2.2 At the January 2021 Combined Authority Board Meeting, the Board approved a Medium-Term Financial Plan (MTFP) which includes balanced revenue and capital budgets for 2021/22. 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 MTFP.

3. 2021/22 Revenue Budget

- 3.1 A breakdown of the Business & Skills Directorate 'Business Revenue' income for the period to 31 August 2021, is set out in Table 1 below.

Table 1. Revenue Income Budgets 2021/22							
	July Budget	Board Adjusts	Revised Budget	Budget to 31 Aug	Actuals to 31 Aug	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Enterprise Zone Receipts	(1,209)	-	(1,209)	-	-	(1,209)	-
ERDF - Growth Service Grant	(1,500)	-	(1,500)	-	-	(1,500)	-
ESF Growth Service Grant	(600)	-	(600)	(150)	-	(600)	-
Growth Hub Grants	(246)	-	(246)	(150)	(128)	(537)	(291)
LEP Core Funding	(500)	-	(500)	(500)	(250)	(500)	-
Total Income	(4,055)	-	(4,055)	(800)	(378)	(4,345)	(291)

- 3.2 The forecast outturn shows an increase in expected income for the year of £291k due to the previously reported increase in the Growth Hub grant for 2021-22. 'Actual' figures are based on actual receipts and accrued income where known.
- 3.3 A breakdown of the Business & Skills Directorate 'Business Revenue' expenditure for the period to 31 August 2021, is set out in Table 2 below.

Table 2. Revenue Expenditure Budgets 2021/22

	July Budget	Board Adjusts	Revised Budget	Budget to 31 Aug	Actuals to 31 Aug	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Business Board Annual Report	-	15	15	-	-	15	-
Business Board Effectiveness Review	-	35	35	-	-	20	(15)
Economic Rapid Response Fund	150	-	150	25	23	117	(33)
Enterprise Zone Investment	50	-	50	8	-	50	-
Growth Co Services	3,332	-	3,332	1,250	46	3,131	(200)
HPC study & roadmap		46	46	-	-	46	-
Insight & Evaluation Programme	83	-	823	8	-	83	-
Local Growth Fund Costs	371	189	560	185	157	519	(41)
Market Town & Cities Strategy	121	-	121	25	20	73	(48)
Marketing & Promotion of Services	98	-	98	48	54	108	10
Peterborough University Quarter Masterplan	-	100	100	-	-	100	-
Shared Prosperity Fund Evidence Base & Pilot Fund	100	-	100	45	-	100	-
St Neots Masterplan	219	5	224	86	2	212	(12)
Trade & Investment Programme	33	-	33	33	6	33	-
Visitor Economy & R&R Grants	8	-	8	7	7	7	(1)
Total Expenditure	4,564	390	4,953	1,719	316	4,623	(324)

3.4 The forecast outturn shows a decrease in expected expenditure for the year of £323.7k compared to the budget. 'Actual' figures are based on payments made and accrued income where known.

3.5 Variances between the revenue outturn position and the annual budget are set out below:

- The recently approved budget for the Business Board Effectiveness review is currently forecasting an underspend of £15k and this is discussed further in paper 3.2 Business Board Annual Report later in this meeting.
- The Economic Rapid Response budget has been spent or committed with a small amount held in reserve to allow for quick reactive responses to emerging opportunities as per the title of the budget.
- Growth Co. Services are showing a small spend so far this year which is due to the legal arrangements for the contracts and services still being drawn up to enable the transfer of funds from the CPCA to Growth Co. The CA Board approved the Service Level Agreement at its September meeting which enables the provision for administrative costs to be recharged between the companies. Now that this document has been

approved, the other agreements will follow in quick succession. This budget line is also showing a potential underspend due to the delay in claiming which will be reprofiled into next year.

- d) Local Growth Fund Costs is currently forecasting a £41k underspend for the year. This is due to uncommitted funds for legal costs, which may alter during the year dependent on the outcome of certain projects.
- e) The £47.6k potential underspend in Market Towns & Cities Strategy is due to potential work surrounding the Levelling Up Funds not yet being commissioned. It is extremely likely this budget will spend to its limit.
- f) St Neots Masterplan is currently going through revisions as part of the Market Town programme, and this will be reprofiled into next year.
- g) Several projects were only approved recently and have therefore not yet spent any funds, but these have primarily been committed.

3.6 As requested at the last board meeting, Table 3 below, gives an overview of the Energy revenue budget lines.

Table 3. Energy Revenue Expenditure Budgets							
	July Budget	Board Adjusts	Revised Budget	Budget to 31 Aug	Actuals to 31 Aug	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Energy Hub	890	-	890	276	281	846	(44)
COP 26	195	-	195	25	-	195	-
Green Homes Grant Sourcing Activity	895	-	895	562	204	983	88
Green Homes Grant Sourcing Strategy	69	-	69	69	35	69	-
Public Sector Decarbonisation	1,372	-	1,372	75	-	1,372	-
Rural Community Energy Fund	735	-	735	178	73	971	236
Total Expenditure	4,157	-	4,157	1,185	594	4,437	280

3.7 The current approved Revenue MTFP is shown below in Table 4 enabling the Business Board to understand the current and future approved expenditure.

Table 4. 2021/22 Revenue Budget and MTFP				
	21/22	22/23	23/24	24/25
	£000's	£000's	£000's	£000's
Business Board Annual Report	15	-	-	-
Business Board Effectiveness Review	35	-	-	-
Economic Rapid Response	150	150	200	200
Enterprise Zone Investment	50	-	-	-
Growth Co Services	3,332	3,139	795	-
Growth Hub	-	-	25	246
HPC study and roadmap	46	-	-	-
Insight & Evaluation Programme	83	75	75	75
Local Growth Fund Costs	560	558	-	-
Market Towns & Cities Strategies	121	-	-	-
Marketing and Promotion of Services	98	90	90	90
Peterborough University Quarter Masterplan	100	-	-	-
Shared Prosperity Fund Evidence Base & Pilot Fund	100	-	-	-
St Neots Masterplan	224	-	-	-
Trade and Investment Programme	33	-	-	-
Visitor Economy and R&R Grants	8	-	-	-
Total Business & Skills Approved Budgets	4,953	4,012	1,185	611
Total Business & Skills Subject to Approval	-	-	-	-
Total Business & Skills Revenue Expenditure	4,953	4,012	1,185	611

4. 2021/22 Capital Budget

4.1 A breakdown of the Business & Skills Directorate 'Business Capital' income for the period to 31 August 2021, is set out in Table 5 below.

Table 5. Capital Income Budgets 2021/22							
	July Budget	Board Adjusts	Revised Budget	Budget to 31 Aug	Actuals to 31 Aug	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Getting Building Fund	(7,300)	-	(7,300)	(7,300)	(7,300)	(7,300)	-
Total Income	(7,300)	-	(7,300)	(7,300)	(7,300)	(7,300)	-

4.2 A breakdown of the Business & Skills Directorate 'Business Capital' expenditure for the period to 31 August 2021, is set out in Table 6 below.

Table 6. Capital Expenditure Budgets 2021/22							
	July Budget	Board Adjusts	Revised Budget	Budget to 31 Aug	Actuals to 31 Aug	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
AEB Innovation Fund (LGF)	324	-	324	319	154	319	(5)
Cambridge Biomedical MO Building (LGF)	1,702	-	1,702	525	21	1,702	-
Cambridge City Centre (LGF)	691	-	691	225	26	691	-
CRC Construction & Digital (LGF)	911	-	911	650	447	911	-
Eastern Agritech Initiative (LGF)	100	-	100	145	50	200	100
Ely Area Capacity (Recycled)	-	-	-	-	-	-	-
Illumina Accelerator (Recycled)	1,000	-	1,000	-	-	1,000	-
March Adult Education (LGF)	314	-	314	314	309	314	-
Metalcraft (Adv. Mfctg) (LGF)	2,979	-	2,979	868	655	2,979	-
Peterborough City Centre (LGF)	681	-	681	95	45	681	-
South Fen Bus. Park (LGF)	997	-	997	450	-	997	-
Start Codon (Equity Recycled)	2,226	-	2,226	275	161	2,226	-
Growth Service - Grants	3,000	-	3,000	1,500	-	3,000	-
TTP Incubator (LGF)	33	-	33	33	33	33	-
U.O.P. Phase 2 (GBF)	14,600	-	14,600	14,600	14,600	14,600	-
Total Expenditure	29,557	-	29,557	19,999	16,501	29,653	95

4.3 Variances between the revenue outturn position and the annual budget are set out below:

- a) AEB Innovation Fund will underspend by £4.6k due to the allocation of projects. Any underspend will be transferred into the Recycled Funds upon completion of all the projects.
- b) Eastern Agritech is forecasting an overspend against budget of £99.8k. This is due to several projects being granted extensions beyond the original March 2021 funding

deadline. These costs are covered by the corresponding underspend of these projects in 2020-21.

- 4.4 As requested at the last board meeting, Table 7 below, gives an overview of the Energy and Market Town capital budget lines.

Table 7. Energy & Market Towns Capital Expenditure Budgets							
	July Budget	Board Adjusts	Revised Budget	Budget to 31 Aug	Actuals to 31 Aug	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Green Home Grant Capital Programme	78,340	-	78,340	-	165	71,829	(6,511)
Mkt Town Chatteris	1,000	-	1,000	-	5	1,000	-
Mkt Town Ely	656	-	656	-	118	656	-
Mkt Town Huntingdon	578	-	578	-	-	578	-
Mkt Town Littleport	-	-	-	-	-	-	-
Mkt Town March	1,000	-	1,000	-	-	1,000	-
Mkt Town Ramsey	1,000	-	1,000	-	-	1,000	-
Mkt Town Soham	200	-	200	-	18	600	400
Mkt Town St Ives	620	-	620	-	-	620	-
Mkt Town St Neots	220	-	220	-	2	220	-
Mkt Town Whittlesey	1,000	-	1,000	-	-	1,000	-
Mkt Town Wisbech	1,000	-	1,000	-	-	1,000	-
St Neots Masterplan	190	-	190	-	-	190	-
Total Expenditure	85,804	-	85,804	-	307	79,693	(6,111)

4.5 The current approved Capital MTFP is shown below in Table 8 enabling the Business Board to understand the current and future approved expenditure.

Table 8. 2021/22 Capital Budget and MTFP				
	21/22	22/23	23/24	24/25
	£000's	£000's	£000's	£000's
AEB Innovation Fund	324	-	-	-
Cambridge Biomedical MO Building	1,702	-	-	-
Cambridge City Centre	691	-	-	-
CRC Construction & Digital Refurbishment	911	-	-	-
Eastern Agritech Initiative	100	-	-	-
Ely Area Capacity – (Recycled Funds)	-	-	-	-
Illumina Accelerator	1,000	1,000	-	-
March Adult Education	314	-	-	-
Metalcraft (Advanced Manufacturing)	2,979	-	-	-
Peterborough City Centre	681	-	-	-
South Fen Business Park	997	-	-	-
Start Codon (Equity)	2,226	-	-	-
Growth Service - Capital Grant & Equity Fund	3,000	3,000	3,000	-
TTP Incubator	33	-	-	-
Getting Building Fund – U. O. P. Phase 2	14,600	-	-	-
Total Approved Business & Skills Capital Projects	29,234	4,000	3,000	-
Total Business & Skills Projects Subject to Approval	-	-	-	-
Total Business & Skills Capital Projects	29,234	4,000	3,000	-

5. Business Board Summary Funding Overview

5.1 A summary of the Business Board 'Recycled Capital & Revenue' funds for the next ten years, is set out in Table 9 below.

Table 9. Recycled Capital & Revenue Funds										
Capital	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-10,491	-8,921	-2,954	-192	-0	-0	-0	-0	-27	-211
Forecast Expenditure	1,747	6,914	3,950	750	555	184	184	157	0	0
Forecast Income	-177	-947	-1,188	-558	-555	-184	-184	-184	-184	-2,024
Closing Balance	-8,921	-2,954	-192	-0	-0	-0	-0	-27	-211	-2,235
Revenue	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-3	-160	0	0	0	0	0	0	-63	-121
Forecast Expenditure	0	607	240	120	91	73	68	0	0	0
Forecast Income	-157	-447	-240	-120	-91	-73	-68	-63	-58	-321
Closing Balance	-160	0	0	0	0	0	0	-63	-121	-442
Combined	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-10,495	-9,081	-2,954	-192	0	0	0	0	-90	-331
Forecast Expenditure	1,747	7,521	4,190	870	645	257	252	157	0	0
Forecast Income	-334	-1,393	-1,428	-678	-645	-257	-252	-247	-242	-2,345
Closing Balance	-9,081	-2,954	-192	0	0	0	0	-90	-331	-2,677

5.2 The table has not changed since it was last presented to the Business Board. There are three items which are expected to contribute to the Recycling Fund soon however the amounts are not yet finalised and so have not yet been recognised:

- Following the recommendation from the Business Board to reject the project change request for the Wisbech Access Strategy, Business Board officers are working with the Combined Authority's transport team to establish what the final amount spent on Wisbech Access Strategy attributable to Local Growth Funds is. This is expected to result in c.£3.7m being returned to the recycled funds and is discussed further in the Strategic Funding Management Review Paper 2.2 at this meeting.
- The CA Board have approved the sale of the iMet building as per the discussions at the last Business Board meeting. Once the sale of the building completes this is expected to return c. £2.4m to recycled capital funds.
- The Combined authority made the decision at their meeting on the 27th October to reimburse the Business Board their investment into OneCAM Ltd company in full.

This means that there will be an additional £995k returned to the recycled funds although the timing of this will depend on the timeframe for putting the company into dormancy.

- 5.3 A summary of the Business Board 'Enterprise Zones' Reserve Fund for a nine year period, is set out in Table 10 below.

Table 10. Enterprise Zones Reserve Fund Summary										
£000's	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	Totals
Total CPCA EZ NNDR Income	236	549	660	972	1,009	1,009	1,009	1,009	1,009	2,617
Total Expenditure	-279	-274	-787	-692	-833	-415	-415	-415	-415	-4,238
Annual surplus (deficit)	0	274	-126	280	176	594	594	594	594	2,982
Cumulative Balance	0	274	148	429	605	1,199	1,793	2,387	2,982	

** N.B. Rates figures shown are for the previous financial year

- 5.4 Income for the Enterprise Zones is for a 25-year period through to 2041/42 and should be viewed as long term. The Business Board is currently entering into the third year of revenue of this programme with payments being made by local councils one year in arrears.
- 5.5 Expenditure is based upon the contribution to Department for Transport for the A14 (in the region of £100k), an annual flat fee contribution of £250k to the Business Board's running costs, three years of contribution to the Growth Service, 25% of Business Board members remuneration & expenses and other projects approved at Business Board meetings.
- 5.6 Business Board Equity Investment data was provided at the last Business Board meeting, and work is currently underway with the companies to establish realistic exit deadlines and potential worth to the Business Board. It was hoped to bring the data to this meeting but due to COVID illnesses, this will be brought to the next board meeting.

Significant Implications

6. Financial Implications

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

7. Legal Implications

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

8. Appendices

- 8.1 None.

9. Background Papers

9.1 None.

Strategic Funds Management Review November 2021

To:	Business Board
Meeting Date:	8 th November 2021
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director Business and Skills
Key decision:	Yes (Combined Authority Board, 24 November 2021)
Forward Plan ref:	2021/065
Recommendations:	<p>The Business Board is asked to</p> <ul style="list-style-type: none">(a) Recommend that the Combined Authority approves the project change request for the University of Peterborough phase 2 Car Park infrastructure project.(b) Recommend the Combined Authority Board approves the proposed strategy for investing Business Board recycled funds, and for Officers to make any relevant changes to the Local Assurance Framework.(c) Note all programme updates outlined in this paper.

1. Purpose

- 1.1 This report provides the Board with an update on the strategic funding programmes that it is responsible for, this report covers progress to 1 October 2021. This includes the following:
- (a) Monitoring and spending performance of allocated funds
 - (b) Individual Project updates by exception including funding repatriation.
 - (c) Community Renewal Fund Update
 - (d) Strategy for investing the Business Board recycled Funds
 - (e) Future Funds update

2. Background

- 2.1 The Local Growth Fund (LGF) £146.7million programme was closed and all spent by 31 March 2021, but programme outcomes are still being delivered beyond 2021. Local Growth Funds provided Grants, Loans or other forms of funding such as Equity Capital Investment.
- 2.2 The £14.6million Getting Building Funding (GBF) was awarded to the Cambridgeshire and Peterborough Combined Authority in July 2020 to be spent by end of March 2022 and projects delivered to completion during 2022. The Business Board awarded the £14.6m GBF to the Net Zero Manufacturing Research and Development Innovation Centre, University phase 2 project.
- 2.3 The UK Community Renewal Fund (CRF) is a new funding programme announced in March 2021 and, in its role as the Lead Authority for the Cambridgeshire and Peterborough area on this fund, the Combined Authority submitted 7 applications to the value of £6.6m to MHCLG by deadline of 18 June 2021.
- 2.4 The only Levelling Up Fund round 1 application made from the Combined Authority area was the ARU Peterborough application for a Living Lab and University Cultural Quarter project within MP Paul Bristow constituency. Government has yet to announce the outcome of assessing the round 1 bids, but the announcement is expected in the Autumn. Fenland District Council are developing a LUF application ready for round 2 submission with support from the Combined Authority. The Combined Authority are also developing their bid, as the Local Transport Authority, for round 2.
- 2.5 The launch of Shared Prosperity Fund will be announced by Government as part of Comprehensive Spending Review in Autumn 2021, the Combined Authority is likely to be selected by Government as the Lead Authority to manage UKSPF in the region just as they did for CRF earlier in 2021.

3. Programme Spend

- 3.1 The £146.7 million Local Growth Fund programme closed on 31 March 2021 with all funding awarded to a portfolio of 51 projects including the grant schemes and included the allocated Combined Authority fund management costs. The project expenditure of the LGF programme totalled £137,325,450 at 1 October 2021.
- 3.2 The £14.6million GBF is fully awarded including the £827,000 grant to Peterborough City Council (PCC) for provision of a car park infrastructure to support this project, the grant funding agreement with PCC is ready to be signed off.
- 3.3 The Business Board awarded further £2m from its future recycled funding budget in June 2021 to the University phase 3 project – this award is conditional on securing full funding package from LUF and the partners first. This award will not be drawn until later stages of project and the other funds spent first.

4. Programme Monitoring

- 4.1 The Monitoring of all live projects in delivery is conducted by the Strategic Funds team on a monthly and quarterly basis. The Business Board is asked to note latest updated Monitoring report at Appendix 1 for all projects both completed and live.
- 4.2 The most recent monitoring update gathering exercise in September by the Strategic Funds Team shows that there have been 4,621 actual jobs created reported from all projects. Also, the total forecast new jobs both direct and indirect has increased by 1020 jobs because of a revision in the agreed Jobs output numbers for the combined three funding awards to Lancaster Way business park.

The Local Growth Fund dashboard with quarterly updated project outputs and outcomes can be found on the CPCA website:

[Local Growth Fund | Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://cambridgeshirepeterborough-ca.gov.uk)

- 4.3 Full Evaluation of the Eastern Agri-tech Growth Initiative and the £2.03million Growth Works Capital Grant scheme and the Covid Capital Grant scheme is in procurement and will be undertaken in next six months.

5. Project Updates by exception –

5.1 Wisbech Access Strategy project

Following the Business Board rejection of the Project Change Request in July Officers requested a full and final set of project spend accounts for the LGF awarded to Cambridgeshire County Council (CCC), from this final project accounts reconciliation has been conducted by Combined Authority Finance team and the unspent figure of LGF being repatriated is £3.7million.

In addition to the £3.7m there are some advance pre-payments for utilities works which CCC had already made and these works now not being required are being cancelled and pre-paid funds being reclaimed by CCC. Any funds received back from these pre-payments will be passed back to the Business Board's recycled funds.

As this project failed to meet its delivery milestone deadlines nor deliver the outputs and outcomes as intended, Officers have reviewed this project for any lessons learned and the report is attached with this paper at appendix 2.

5.2 Manufacturing & Materials Research and Development Centre, University of Peterborough Phase 2 Project – Change Request

The Business Board is asked to consider the Project Change Request at Appendix 3 in relation to the infrastructure element of the Manufacturing & Materials Research and Development Centre Project also known as University of Peterborough phase 2 and recommend approval to the Combined Authority Board.

This change request relates to a decrease in match funding contribution from Peterborough City Council towards the project supporting infrastructure of an appropriate car parking

solution that comply with the minimum approved planning requirements for the University phase 2.

The original approved project plan had PCC providing £1.9m of funding to contribute as match against £827,000 element of the total £14.6m Getting Building Funding awarded to the Combined Authority for the University phase 2 project, This original £2.727m budget (£1.9million from PCC and £827,000 from Combined Authority) was to deliver a larger more permanent car park infrastructure to support the wider present and future University phases but the planning approval only requires that a 128 space car parking solution is required for the University phase 2 project.

The Project Change Request is seeking approval to reduce the overall size and scope of car park required which in turn reduces total budget required to deliver the new car park infrastructure but with the full £827,000 awarded still coming from the grant awarded from GBF but being matched with a reduced amount of funding from PCC up to £500,000 being provisioned in the Councils budget, this meaning the intervention rate of the GBF in this part of the project is reduced.

5.3 OneCam Limited

The Combined Authority was considering at its board meeting on the 27th October 2021 the next steps for its subsidiary company OneCam Limited closure and winding up, this includes an option to repay the £995,000 LGF that was invested into this company for the Cambridge Autonomous Metro project.

6. Community Renewal Fund Update

- 6.1 The Combined Authority is the Lead Authority for the CRF and is therefore responsible for coordinating the bidding process, administering award and monitoring of funds once allocated from Government.
- 6.2 The final shortlist of applications for the Combined Authority area was submitted to Government on the 17 June 2021. Government has not yet announced the successful allocations to each Lead Authority at the time of writing this paper but may have since announced successful allocations to each lead authority on the 27th October 2021 as part of Comprehensive Spending Review.

7. Recycled Funding Investment Strategy

- 7.1 The Business Board has funding confirmed as returning from Wisbech Access Strategy project (Approx £3.7million) and sale of iMET building freehold (Approx £2.25million after costs of sale have been deducted) which provides the Board with around £6m additional funds to its locally managed pot of recycled funding.

The Business Board is asked to consider options for where to target and allocate this funding. Options include:

- a. To run an open call across the Combined Authority area now, for projects to apply to the limited budget of £6m, against the last call's criteria based on the 2019 Local Industrial

Strategy. This would include engagement with the project owners within the existing £350+million pipeline of projects.

- b. To run a call for proposals for the £6m recycled LGF, in spring 2022, based on the refresh Business & Skills Strategy (to be submitted for Business Board and CA Board approval in March), and in parallel with a call for proposals to be considered for submission to the UKSPF. It is expected that the Combined Authority will be nominated as Local Lead Authority for the UKSPF and be tasked by Government to run local calls for proposals, in order for the Combined Authority Board, under recommendation from the Business Board, to select bids go forward locally, into the national competition. It is expected that Fenland District Council will be tasked by Government to provide a similar local service for the LUF prioritised by Government for their area. In both cases, it is proposed that preference be given to proposals, through a revised set of evaluation criteria, that propose to utilise recycled LGF as local match for LUF or UKSPF bids. This will enable leverage of the LGF by a factor of ten, given Government's likely requirement for 10% local match funding.
 - c. To create and ringfence a Project & Service Contingency Fund of up to £1m to provide the ability for the Business Board to react and adapt to short-term market opportunities, that might provide significant increases to the outcomes of existing services or projects, by capturing currently unmet market demand to create high value jobs, that would otherwise have failed to be secured. Given the early stage of the Growth-Works Service, and the gaps emerging between service demand, outcome opportunities and resources available, the proposed fund could be provide significant increases in outcomes in the short-term and from relatively modest levels of investment. Bids up to £400,000 could be considered.
- 7.2 Given the recycled funds are still relatively modest, allocating a significant proportion (e.g. 85%) of recycled funds to Option b, to support large scale LUF and UKSPF bids, with strong leverage and high impact outcomes has advantages as the best value for money option. However, reserving 15% for Option c, for short-term, high impact adaptations to existing projects and services also provides tactical benefits, as the best way to balance long-term value for money and short-term agility of delivery and responsiveness to demand. Hence these options are preferred.
- 7.3 The Business Board and Chair have previously discussed that the need to be able to consider and react to new opportunities as they present themselves, and outside a live call for proposals. Should Option c be approved by the Business Board, Officers will seek the necessary changes to the LGF processes and the Local Assurance Framework to enable proposals to be considered in January.
- 7.4 At the Business Board meeting 9th June 2021 the Business Board set a precedent by formally approving £2million of recycled funding without a local open call for projects. The project was an opportunity to award funding as match towards the University of Peterborough phase 3 application to the Levelling Up Fund from Peterborough City Council. At that meeting it was noted that an emerging trend was being observed from Government, where very specific bids were being requested at short response timelines. It was also noted that these bids usually required local match. . As a result, it was agreed that an ability for the Business Board to accommodate these short notice calls for bids to Government should be developed within the Local Assurance Framework. The Chair of the Business Board reiterated that an exception had been approved in order to award the recycled funds to the University phase 3 project and suggested a review of the Local Assurance Framework so that it could accommodate such opportunities without compromising the robust process currently implemented. Under that instruction, Officers are in the process of modifying the LAF as part of its review by January

2022 to build in the option that the Business Board can respond to 'opportunities' without an open call.

- 7.5 The Business Board is asked to recommend the Combined Authority Board approves the proposed strategy for investing Business Board recycled funds as an 85:15 mix of funding between options b and c, respectively.

8. Future Funding

- 8.1 On 27th October 2021 Government will have announced the Comprehensive Spending Review for next 4 years and this may have included full details and criteria for the UK Shared Prosperity Fund (SPF). Officers have previously presented the pipeline of potential projects that could be developed further into applications to the new UKSPF when Government call for project shortlists to the new fund. The Business & Skills Directorate are developing the broader Business and Skills Strategy that will encompass the strategically important interventions and projects which the Business Board may wish to lead on when a call for projects for UKSPF is launched.
- 8.2 At the same point as the Government announces the Comprehensive Spending Review on the 27th October it may have also announced news on the allocation of Levelling Up Fund Round 1, which for the Combined Authority area is the £20million application for University of Peterborough Phase 3 project led by Peterborough City Council with a commitment of £2million already approved as match funding from the Combined Authority Business Board.
- 8.3 Combined Authority Officers continue to support the preparation work on an application for LUF round 2 regeneration projects to be submitted from Fenland District Council as they are the appointed Lead Authority for their LUF regeneration application.

Significant Implications

9. Financial Implications

- 9.1 As detailed in the change request (Appendix 3), the project change request relating to the car park provision for the University of Peterborough Phase 2 project does not change the grant amount awarded from the Getting Building Fund but does reduce the funding contribution from Peterborough City Council. This will reduce the funding leveraged by the GBF programme and a change request will be submitted to BEIS to confirm their acceptance of this, as the change does not affect the forecast jobs delivery target of the project, officers are confident that the change request will be accepted.

10. Legal Implications

- 10.1 There are no legal implications.

11. Other Significant Implications

- 11.1 None.

12. Appendices

- 12.1 Appendix 1 – Business Board LGF Investment Monitoring Report
- 12.2 Appendix 2 – Wisbech Access Strategy Project Lessons Learned
- 12.3 Appendix 3 – Project Change Request University of Peterborough Phase 2 Car Park

13. Background Papers

- 13.1 UoP2 change request and business plan
[Business Board 12th May 2021 Agenda item 2.3](#)
- 13.2 Wisbech Access Strategy (Phase 1)
[CA Board 25th August Agenda Item 2.1](#)
- 13.3 Local Growth Fund Documents, Investment Prospectus, guidance and application forms,
<https://cambridgeshirepeterborough-ca.gov.uk/business-board/growth-funds/>
- 13.4 List of funded projects and MHCLG monitoring returns,
<https://cambridgeshirepeterborough-ca.gov.uk/business-board/opportunities/>
- 13.5 Local Industrial Strategy and associated sector strategies,
<https://cambridgeshirepeterborough-ca.gov.uk/business-board/strategies/>

LGF Project	LGF Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Direct Job Creation (Forecast)	Indirect Job Creation (Forecast)	Jobs Created (Forecast)	Actual	% completion	Apprenticeships (Forecast)	Actual	% completion	New Learners Assisted on Courses to Full Qualification (Forecast)	Actual	% completed
The Business Growth Service	£5,407,000	£26,083,556	2020	2030	9	47	4692	4739	3	0.06%	1800	1	0.06%	1800	1	0.06%
Humina Genomics Accelerator	£1,000,000	£29,000,000	2020	2030	9	1033	0	1033	47	4.55%	4	2	50.00%			
Starcodon Life Science Accelerator	£3,342,250	£12,000,000	2020	2030	9	1730	3460	5190	38	0.73%	0	6	100%			
Ascendal Transport Accelerator	£965,000	£960,000	2020	2024	3	2	200	202	3	1.49%	2	2	100%			
Meditech Accelerator	£500,000	£700,000	2016	2026	5	0	0	0	9	100%						
Peterborough & Fens Smart Manufacturing Association	£715,000	£988,800	2020	2025	4	143	242	385	3	0.78%						
Teraview Company Expansion	£120,000	£564,070	2018	2023	2	15	0	15	3	20.00%	3	0	0.00%			
Aerobron Company Expansion	£1,400,000	£5,600,000	2020	2025	4	120	15	135	95	70.37%	0	6	100%			
Agri-Tech Growth Initiative	£3,600,000	£1,998,000	2015	2025	4	338	0	338	305	90.24%						
Growing Places Fund Extension	£300,000	£200,000	2015	2016	0	320	0	320	520	162.50%	0	58	100%	2	2	100%
Sigstpost to Grant - CPCA Growth Hub	£200,000	£0	2016	2017	0	0	0	0	0	0.00%						
COVID Capital Growth Grant Scheme	£5,969,934.79	£0	2020	2024	3	287	0	287	216.5	75.44%						
Peterborough Builds Back Better	£800,000	£0	2020	2023	2	100	200	300	500	166.67%						
Cambridge Visitor Welcome 2021	£710,000	£60,000	2020	2023	2	60	380	440	6	1.36%						
BGS Capital Grants Scheme	£2,043,178	£0	2021	2024	3	0	1200	1200	206	17.17%						
Haxton House Incubation Centre	£438,000	£500,000	2019	2024	3	64	46	110	49	74.55%	210	0	0.00%			
South Fenland Enterprise Park	£997,032	£997,032	2020	2024	3	30	46	76	0	0.00%						
Photocentric 3D Centre of Excellence	£1,875,000	£5,625,000	2020	2024	3	616	61	677	14	2.07%	10	0	0.00%			
Cambridge Biomedical Campus	£3,000,000	£47,200,000	2020	2027	6	880	2204	3084	0	0.00%	19	0	0.00%			
NAB - AgriTech Start Up Incubator	£2,484,000	£2,116,000	2020	2030	9	947	770	1717	7.5	0.44%	100	0	0.00%			
NAB - Agri-Gate Hasse Fen extension	£599,850	£921,620	2020	2025	4	65	100	165	19	11.52%	40	4	10.00%			
TWI Engineering Centre	£2,100,000	£901,083	2015	2021	1	20	35	55	82	149.09%	4	0	0.00%			
Biomedical Innovation Centre	£1,000,000	£3,064,000	2015	2022	1	162	81	243	80	32.92%	80	30	37.50%	160	0	0%
Haverhill Epicentre - Jayvic	£2,700,000	£3,600,000	2019	2023	2	300	450	750	173	23.07%	5	0	0.00%			
TWI Ecosystem Innovation Centre	£1,230,000	£1,270,000	2020	2025	4	2	75	77	2	2.60%						
West Cambs Innovation Park	£3,000,000	£94,300,000	2020	2025	4	380	150	530	5	0.94%						
TTP Life Sciences Incubator	£2,300,000	£52,978,000	2020	2025	4	236	10	246	16	6.50%						
Aracaris Capital Living Cell Centre	£1,350,000	£1,350,000	2019	2024	3	200	0	200	38	19.00%	19	4	21.05%			
Whittesey King's Dyke Crossing	£9,000,000	£21,981,478	2016	2022	1	0	0	0	8	100%						
Bourges Boulevard Phase 1 & 2	£11,300,000	£0	2014	2022	1	0	0	0	455	100%	280	100	35.71%			
A47/A15 Junction 20	£6,300,000	£0	2016	2022	1	0	0	0	47	100%						
Wisbech Access Strategy	£7,000,000	£227,434	2015	2026	5	0	1500	1500	13	0.87%	300	0	0.00%			
Lancaster Way Phase 1 Loan	£1,000,000	£126,760	2017	2025	4	1020	0	1020	1242	100%	720	20	2.78%			
Lancaster Way Phase 2 Loan	£3,680,000	£0														
Lancaster Way Phase 2 Grant	£1,445,000	£3,480,000														
Ely Southern Bypass	£22,000,000	£14,000,000	2016	2022	1	0	0	0	250	100%	0	2000	100%			
Maree & Whittleses Stations	£295,000	£2,105,000	2017	2022	1	80	0	80	58	72.50%						
CAM Promotion Company	£995,000	£283,183	2021	2024	3	60	33	93	2	2.15%						
Soham Station	£1,000,000	£0	2019	2024	3	0	0	0	18	100%						
Metacraft Advanced Manufacturing Centre	£3,160,000	£900,000	2020	2030	9	14	30	44	0	0.00%	105	0	0.00%			
University of Peterborough Phase 1	£12,500,000	£15,035,000	2020	2027	6	250	14000	14250	77	0.54%	2100	0	0.00%	10000	0	0%
University of Peterborough Phase 2 (GBF)	£14,600,000	£1,900,000	2020	2030	9	260	4912	5172	2.5	0.05%						
Merch Adult Education Skills & Training Expansion	£400,000	£90,000	2020	2022	1	141	0	141	0	0.00%	68	0	0.00%	695	0	0%
PRC Food Manufacturing Centre	£586,000	£586,000	2015	2022	1	0	0	0	0	0.00%	327	167	51.07%	372	207	55.62%
IMET Skills Training Centre	£10,473,564		2015	2026	5	1	0	1	5	500%	752	48	6.38%	160	0	0%
CTB Constuction Academy	£450,000	£496,324	2016	2021	0	1	0	1	2	200%	0	190	100%	511	511	100%
EZ Plant Centre Alconbury	£95,000	£89,000	2015	2016	0	0	0	0	0	0.00%						
Highways Academy	£363,784.30		2015	2016	0	0	0	0	0	0.00%				100	0	0%
CRC Construction Skills Hub	£2,500,000	£497,360	2020	2023	2	9	600	609	2	0.33%	180	0	0.00%	686	0	0%
AEB Innovation Grant	£323,760	£336,700	2020	2023	2	0	50	50	0	0.00%						
Totals	£158,707,293	£324,989,380				9933	35542	45475	4621.5	10.16%	7128	2638	37.01%	14486	721	4.98%

LSP Project	LSP Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Housing Units Completed (Forecast)	Actual	%completed	New Homes with New or Improved Fire Cyclic Provision (Forecast)	Actual	%completed	Length of Road Resurfaced (km) (Forecast)	Actual	%completed	Length of Newly Built Road (km) (Forecast)	Actual	%completed	Length New Cycle Ways (km) (Forecast)	Actual	%completed	Prior Estate Grade	Post Completion Estate Grade	%completed	Land with Reduced Likelihood of Flooding (m2) (Forecast)	Actual	%completed	Homes with Reduced Flood Risk (units) (Forecast)	Actual	%completed	Commercial Properties with Reduced Flood Risk (units) (Forecast)	Actual	%completed
The Business Growth Service	£5,407,000	£26,083,556	2020	2030	9																											
Humina Genomics Accelerator	£1,000,000	£29,000,000	2020	2030	9																											
Startodon Life Science Accelerator	£3,342,250	£12,000,000	2020	2030	9																											
Ascendral Transport Accelerator	£965,000	£990,000	2020	2024	3																											
MedTech Accelerator	£500,000	£700,000	2016	2026	5																											
Peterborough & Fens Smart Manufacturing Association	£715,000	£888,800	2020	2025	4																											
Terevela Company Expansion	£120,000	£554,070	2018	2023	2																											
Aeroton Company Expansion	£1,400,000	£5,800,000	2020	2025	4																											
Agri-Tech Growth Initiative	£3,600,000	£1,996,000	2015	2025	4																											
Growing Places Fund Extension	£300,000	£200,000	2015	2016	0																											
Signpost to Grant - CPFA Growth Hub	£200,000	£0	2016	2017	0																											
COVID Capital Growth Grant Scheme	£5,963,994.70	£0	2020	2024	3																											
Peterborough Builds Back Better	£800,000	£0	2020	2023	2																											
Cambridge Visitor Welcome 2021	£710,000	£60,000	2020	2023	2																											
RGSE Capital Grants Scheme	£2,043,178	£0	2021	2024	3																											
Hauldon House Incubation Centre	£438,000	£500,000	2019	2024	3									0.01	0.05	100%				D	A	100%										
South Fenland Enterprise Park	£997,032	£997,032	2020	2024	3																											
Photocentric 3D Centre of Excellence	£1,875,000	£5,625,000	2020	2024	3									0.075	0	0%														1	0	0%
Cambridge Biomedical Campus	£3,000,000	£47,200,000	2020	2027	6																											
NMB - AgriTech Start-Up Incubator	£2,484,000	£2,116,000	2020	2030	9																											
NMB - Agri-Gate House Pen extension	£599,850	£921,620	2020	2025	4																			0	150	100%						
TWI Engineering Centre	£2,100,000	£901,063	2015	2021	1																											
Biomedical Innovation Centre	£1,000,000	£3,064,000	2015	2022	1																											
Haverhill Episcanite - Jaynic	£2,700,000	£3,800,000	2019	2023	2																											
TWI Ecosystem Innovation Centre	£1,230,000	£1,270,000	2020	2025	4																											
West Cambs Innovation Park	£3,000,000	£64,360,000	2020	2025	4																											
TTP Life Sciences Incubator	£2,300,000	£52,978,000	2020	2025	4							0.18	0.18	100%	0.718	0	0%	0.516	0.18	35%				84000	0	0%						
Ancoria Capital Living Cell Centre	£1,350,000	£1,350,000	2019	2024	3																											
Whitbeary King's Dyle Crossing	£8,000,000	£21,961,478	2016	2022	1	740	0	0%																								
Bouges Boulevard Phase 1 & 2	£11,300,000	£0	2014	2022	1	801	313	39.08%				14.96	14.96	100%	3	3	100%	17.45	17.45	100%												
AUTACS Junction 20	£6,300,000	£0	2016	2022	1	2945	209	7.10%				1	1	100%	1	1	100%															
Westbeth Access Strategy	£7,000,000	£227,434	2015	2026	5							13	0	0%																		
Lancaster Way Phase 1 Loan	£1,000,000	£126,760	2017	2025	4																											
Lancaster Way Phase 2 Loan	£1,000,000	£0																														
Lancaster Way Phase 2 Grant	£1,448,000	£3,880,000																														
Ely Southern Bypass	£22,000,000	£14,000,000	2016	2022	1	1800	0	0%							1.7	1.7	100%															
Mersea & Whitbeary Stations	£395,000	£2,105,000	2017	2022	1																											
CAM Promotion Company	£995,000	£283,183	2021	2024	3																											
Soham Station	£1,000,000	£0	2019	2024	3																											
Metalcraft Advanced Manufacturing Centre	£3,160,000	£900,000	2020	2030	9										0.07	0	0%	0.07	0	0%												
University of Peterborough Phase 1	£12,500,000	£16,035,000	2020	2027	6																											
University of Peterborough Phase 2 (GBF)	£14,800,000	£1,900,000	2020	2030	9							0.5	0	0%	0.5	0	0%															
Merch Adult Education Skills & Training Expansion	£400,000	£50,000	2020	2022	1																											
PRC Food Manufacturing Centre	£586,000	£586,000	2015	2022	1																											
MBT Skills Training Centre	£10,473,664		2015	2026	5																											
OTB Construction Academy	£450,000	£496,324	2016	2021	0																											
B2 Plant Centre Alconbury	£85,000	£89,000	2015	2016	0																											
Highways Academy	£363,784.30		2015	2016	0																											
CRC Construction Skills Hub	£2,500,000	£497,260	2020	2023	2																C	B	100%									
REB Innovation Grant	£323,700	£336,700	2020	2023	2																											
Totals	£198,707,293	£324,989,380				6286	522	8.30%	0	0	0%	29.64	16.14	54.45%	8.03	6.71	83.54%	18.04	17.63	97.72%	N/A	N/A	N/A	126100	155450	123.28%	0	0	N/A	1	8	800%

LDF Project	LDF Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Area of New or Improved Learning/ Training Floorpace (m2) (Forecast)	Actual	% completed	Floorpace Rationalisation (m2) (Forecast)	Actual	% completed	Commercial Floorpace Created (m2) (Forecast)	Actual	% completed	Commercial Floorpace Refurbished (m2) (Forecast)	Actual	% completed	Commercial Floorpace Occupied (m2) (Forecast)	Actual	% completed	Commercial Businesses with Broadband Access (Forecast)	Actual	% completed	Enterprises Receiving Grant Support (Forecast)	Actual	% completed	Businesses Receiving Other Grant Support (Forecast)	Actual	% completed	Businesses Receiving Non Practical Support (Forecast)	Actual	% completed		
The Business Growth Service	£5,487,000	£26,083,556	2020	2030	9																		900	32	<div><div></div></div> 4%				5000	0	0%			
Runlins Genomics Accelerator	£1,000,000	£29,000,000	2020	2030	9										730	437	<div><div></div></div> 60%	730	437	<div><div></div></div> 60%				26	6	<div><div></div></div> 23%								
Blackston Life Science Accelerator	£3,342,250	£12,000,000	2020	2030	9				34.8	38	<div><div></div></div> 100%															48	9	<div><div></div></div> 19%	48	9	<div><div></div></div> 19%			
Ascendral Transport Accelerator	£965,000	£990,000	2020	2024	3										248	204	<div><div></div></div> 82.90%	248	0	0%				3	0	0%	0%	3	0	0%				
Medfish Accelerator	£500,000	£700,000	2016	2026	5																		0	8	<div><div></div></div> 100%				0	4	<div><div></div></div> 100%			
Peterborough & Fens Smart Manufacturing Association	£715,000	£888,800	2020	2025	4																							190	2	<div><div></div></div> 1.05%				
Tirelevie Company Expansion	£120,000	£554,070	2018	2023	2										991	991	<div><div></div></div> 100%	991	1023	<div><div></div></div> 103%														
Aeroton Company Expansion	£1,400,000	£5,600,000	2020	2025	4							6000	6000	<div><div></div></div> 100%	40000	40000	<div><div></div></div> 100%	48000	48000	<div><div></div></div> 100%														
Agri-Tech Growth Initiative	£3,600,000	£1,996,000	2015	2025	4																		55	85	<div><div></div></div> 150%									
Growing Places Fund Extension	£300,000	£200,000	2015	2016	0	40	40	<div><div></div></div> 100%				0	2647	<div><div></div></div> 100%																				
Signpost to Grant - CPFA Growth Hub	£200,000	£0	2016	2017	0																													
COVID Capital Growth Grant Scheme	£5,983,934.70	£0	2020	2024	3																													
Peterborough Bulls Back Better	£800,000	£0	2020	2023	2							0	36	<div><div></div></div> 100%	2016	3000	<div><div></div></div> 149%				0	300	<div><div></div></div> 100%				0	30	<div><div></div></div> 100%	130	300	<div><div></div></div> 231%		
Cambridge Vector Welcomes 2021	£710,000	£60,000	2020	2023	2										5000	550	<div><div></div></div> 11%												55	35	<div><div></div></div> 64%			
RGSE Capital Grants Scheme	£2,043,178	£0	2021	2024	3																		240	32	<div><div></div></div> 13%									
Haulcon House Innovation Centre	£408,000	£500,000	2019	2024	3	50	53	<div><div></div></div> 106%							350	349	<div><div></div></div> 99.7%	170	190	<div><div></div></div> 112%	10	0	0%											
South Fenland Enterprise Park	£997,032	£997,032	2020	2024	3							900	0	0%				900	0	0%	5	0	0%											
Photocentric 3D Centre of Excellence	£1,875,000	£5,825,000	2020	2024	3							5100	5100	<div><div></div></div> 100%				5100	5100	<div><div></div></div> 100%	1	0	0%	1	1	<div><div></div></div> 100%								
Cambridge Biomedical Campus	£3,000,000	£47,200,000	2020	2027	8							11368	0	0%				9290	0	0%	30	0	0%											
NAB - AgriTech StartUp Incubator	£2,484,000	£2,116,000	2020	2030	9							375	338	<div><div></div></div> 90%				375	368	<div><div></div></div> 98%	15	2	<div><div></div></div> 13%							15	41	<div><div></div></div> 273%		
NAB - Agri-Gate House Fen extension	£559,850	£521,620	2020	2025	4										1100	375	<div><div></div></div> 34%	1100	375	<div><div></div></div> 34%	0	3	<div><div></div></div> 100%	1	3	<div><div></div></div> 100%	0	1	<div><div></div></div> 100%	130	8	<div><div></div></div> 6%		
TWI Engineering Centre	£2,100,000	£901,063	2015	2021	1	858	858	<div><div></div></div> 100%							2480	2480	<div><div></div></div> 100%	2480	2480	<div><div></div></div> 100%									0	10	<div><div></div></div> 100%			
Biomedical Innovation Centre	£1,000,000	£3,064,000	2015	2022	1							2780	2780	<div><div></div></div> 100%				2780	2780	<div><div></div></div> 100%									0	45	<div><div></div></div> 100%			
Haverhill Epicentre - Jaynic	£2,700,000	£3,800,000	2019	2023	2							3000	3000	<div><div></div></div> 100%				3000	600	<div><div></div></div> 20%	0	12	<div><div></div></div> 100%	0	5	<div><div></div></div> 100%				50	4	<div><div></div></div> 8%		
TWI Ecosystem Innovation Centre	£1,230,000	£1,270,000	2020	2025	4							644	0	0%	1944	2953	<div><div></div></div> 152%				0	1	<div><div></div></div> 100%											
West Cambs Innovation Park	£3,000,000	£84,300,000	2020	2025	4							4645	4647	<div><div></div></div> 100.04%				4645	0	0%														
TTP Life Sciences Incubator	£2,300,000	£52,978,000	2020	2025	4							8751	0	0%	3572	0	0%	12323	0	0%														
Ancoria Capital Living Cell Centre	£1,350,000	£1,350,000	2019	2024	3							12000	12000	<div><div></div></div> 100%		0		12000	12000	<div><div></div></div> 100%														
Whitbeaky King's Dye Crossing	£8,000,000	£21,981,478	2016	2022	1																													
Bourges Boulevard Phase 1 & 2	£11,300,000	£0	2014	2022	1							32000	32000	<div><div></div></div> 100%																				
AMTAS Junction 20	£8,300,000	£0	2016	2022	1																													
Westeth Access Strategy	£7,000,000	£227,434	2015	2026	5																													
Lancaster Way Phase 1 Loan	£1,000,000	£126,760	2017	2025	4	0	238	<div><div></div></div> 100%				19286	26104	<div><div></div></div> 100%				19286	26104	<div><div></div></div> 100%	0	8	<div><div></div></div> 100%	0	6	<div><div></div></div> 100%				0	6	<div><div></div></div> 100%		
Lancaster Way Phase 2 Loan	£1,500,000	£0																																
Lancaster Way Phase 2 Grant	£1,448,000	£3,880,000																																
Ely Southern Bypass	£22,000,000	£14,000,000	2016	2022	1							70000	0	0%																				
Mersea & Whittezza Stations	£395,000	£2,105,000	2017	2022	1							60	45	<div><div></div></div> 75%							1	1	<div><div></div></div> 100%											
CAM Promotion Company	£995,000	£283,183	2021	2024	3																													
Soham Station	£1,000,000	£0	2019	2024	3																													
Metalcraft Advanced Manufacturing Centre	£3,160,000	£900,000	2020	2030	9	1108	0	0%	1108	0	0%	1108	0	0%				1108	0	0%	1	0	0%											
University of Peterborough Phase 1	£12,500,000	£16,035,000	2020	2027	8	450	0	0%																										
University of Peterborough Phase 2 (GBF)	£14,800,000	£1,900,000	2020	2030	9							2200	0	0%				2200	0	0%	15	0	0%						45	0	0%			
Merch Adult Education Skills & Training Expansion	£400,000	£50,000	2020	2022	1	1322	0	0%																										
PRG Food Manufacturing Centre	£586,000	£586,000	2015	2022	1	420	420	<div><div></div></div> 100%																						0	10	<div><div></div></div> 100%		
H&M Skills Training Centre	£10,473,564		2015	2026	5	2380	2380	<div><div></div></div> 100%																										
CTB Construction Academy	£490,000	£496,324	2018	2021	0	195	195	<div><div></div></div> 100%																										
St Plant Centre Alconbury	£85,000	£89,000	2015	2016	0																													
Highways Academy	£363,784.30		2015	2016	0	432	0	0%																										
CRC Construction Skills Hub	£2,500,000	£497,360	2020	2023	2	1000	1000	<div><div></div></div> 100%																										
REB Innovation Grant	£303,700	£336,700	2020	2023	2																													
Totals	£198,707,293	£324,989,380				8265	5194	<div><div></div></div> 62.80%	1142.8	38	<div><div></div></div> 3.33%	180247	94697	<div><div></div></div> 52.54%	58429	51339	<div><div></div></div> 87.87%	126724	99467	<div><div></div></div> 78.48%	78	327	<div><div></div></div> 419.23%	1226	178	<div><div></div></div> 14.52%	51	40	<div><div></div></div> 78.43%	5663	474	<div><div></div></div> 8.37%		

APPENDIX 2 – WISBECH ACCESS STRATEGY PROJECT REVIEW AND LESSONS LEARNED

DATE: 05 OCTOBER 2021

SUBJECT: Wisbech Access Strategy (WAS) Decision Summary and Lessons Learned

Report outlining the decision process and lessons learned relating to the Wisbech Access Strategy funded through the Local Growth Fund (LGF).

Background

Wisbech Access Strategy (WAS) was a two-part project funded through the Local Growth Fund (LGF) first round monies; the first piece of work was a Feasibility Study at a cost of £1million that was approved by the Greater Cambridgeshire Greater Peterborough Local Enterprise Partnership (GCGP LEP) in 2015. The GCGP LEP Board was comprised of public and private sector representatives which included senior representatives from the District councils, County council and both City councils. The County Council was at the time the Accountable Body for the GCGP LEP in respect of all funding decisions. The second phase of funding was awarded in November 2018 by the newly created Business Board and ratified by the Combined Authority Board in the same month. The funding was awarded to Cambridgeshire County Council who led the application and subsequent delivery of this project.

The Wisbech Access Strategy project was presented to the Cambridgeshire County Council (CCC) Highways and Transport Committee on 7 July 2020, where it was proposed and agreed that subject to the Business Board and CPCA Board approval, three of the five schemes: Broad End Road (BER2); Elm High Road roundabout (EH1); and Elm High Road (EH7B) be progressed into construction with the remaining two schemes paused pending decisions relating to the proposed energy plant and Wisbech Rail progression. Therefore, the LGF commitment would reduce to £6million returning £4.5million LGF funding for use on other projects. The remaining funds of £3.9million to complete these three schemes in phase 1 beyond March 2021, to be approved for release from the subject to approval lines in the Combined Authority's Medium Term Financial Plan (MTFP).

A formal LGF Change Request was submitted for the reduction in funding of £6m and reduced programme of delivery. This was approved at the BB on the 27 July 2020 and ratified at Combined Authority Board on the 05 August 2020. Project board meetings were held monthly and included all key partners, and council representatives where update on progress was reported, along with regular project governance reports via Highlight Reports.

The project continued to experience issues with delivery and was maintained at a Red Risk for the LGF returns to BEIS and raised at Business Board meetings as red-flagged. The Project Monitoring has been managed throughout by the Combined Authority Transport Team liaising with CCC as the project delivery organisation, and relaying monthly and quarterly highlight reports to the LGF team.

A further LGF Change Request was submitted to the Business Board on the 27 July 2021 for a further reduction in delivery of the project, the request reduced the output to reduce the scope of the project from design and full construction of the 3 junctions to completing the Detailed Design stage for all three projects, including land procurement work. This was rejected at the Business Board and a recommendation to the Combined Authority Board to reject the change. The Combined Authority Board rejected the change and agreed to look at alternative sources of funding for this piece of work.

CCC were formally informed that the change request was rejected and that final accounts were required by the 30 September 2021 to ascertain the value of the returning funds to LGF. The funds will then be re-assigned to new LGF projects subject to the usual governance arrangements in place.

Lessons Learned

We have not evaluated the WAS project yet, but a formal closure report has been issued to CCC for completion to begin that process. It is due to be independently evaluated this year and will continue this piece of work to enable us to gain an independent review of the work and how the project has been delivered.

The Business Board was established with new and robust governance and accountability arrangements put in place. The administration of the LGF within the CPCA was overhauled and a new transparent decision-making process for LGF applications created which included an external independent appraisal panel and revised legal contract and Grant funding agreement documents.

The new arrangements implemented by the Business Board for managing LGF also included more stringent scoring criteria on projects applying for LGF from a value of money, deliverability and long-term outputs/outcomes delivery arrangements. This included a minimum threshold score for approval of funding.

In terms of learning points in relation to the WAS project and specific changes to processes and procedures for current and future funding awards the following is noted:

1. The internal assessment conducted on the WAS project was not as detailed as we would carry out under the new Business Board arrangements.

Lesson implemented: Independent external appraisals on all project funding applications are now included for every project and the external scoring from that review and any recommendations or conditions from it, form part of the decision-making process for the Business Board and translate into conditions in the Grant Funding Agreements. The minimum scoring thresholds at Expression of Interest and Full Application now prevent project applications with poor assessment scores being approved. Furthermore, any weaknesses, lack of clarity or areas for improvement identified by the independent evaluators, are enshrined as conditions of approval for the grant offer being made.

2. The funding awarded to the WAS project was 100% LGF at both original £10.5m first approved amount and the revised £6m LGF amount later. When the project change request in July 2021 was rejected the remaining spend required was successfully approved from Combined Authority Gainshare.

Lesson implemented: Applications for funding projects are now not funded 100% unless exceptional circumstances are identified. However, this is reflected in the scoring criteria assessment at both the Expression of Interest stage and the Full Application independent assessment, meaning that a project would be “down-marked” for low or no match contribution from the applicant, and must be exceptional (and score exceptionally) in all other areas to get approval for funding at 100% intervention grant rate. When calling for projects and in the guidance for each funding scheme match funding is encouraged, set as a nominal 50% and increases the likelihood of approval for project applicants. It also provides the ‘buy-in’ from applicants to drive the delivery when their own match funding is invested alongside a grant investment award.

3. The stronger legal arrangements within the LGF Grant Funding Agreements allows us to clawback unspent LGF as in the case of this project and the final accounts from CCC for this project are currently being verified following the submission of final accounts.

Lesson Implemented: A full review of the Local Assurance Framework took place in early 2021 to include strengthening of the processes for clawback which included more options within grant funding agreements to pursue repatriation of funds and the sale of project assets and handling Project Change Requests based on learning from the iMET project and others, which has been applicable to this project.

4. Day to day monitoring and oversight of the WAS project was conducted by Combined Authority through its Transport Team and this put them in between the delivery partners CCC and the LGF team, in the earlier months of the WAS project this was not ideal in terms of responsible Officers in the chain through which being managed and reported but this has improved immensely this year which shows that this project has had much closer monitoring and robust oversight leading to CCC Project Change Request being rejected.

Lesson Implemented: Much stronger monitoring and oversight regime instigated by the LGF team to especially include closer working with Transport team colleagues to enable earlier alert on any projects which are not on track to delivery and output milestones, and through the transport team some of our LGF is still in delivery for transport projects.

5. Although the Business Board is responsible for the LGF and the CPCA its Accountable Body, and it's through those two boards the decisions have been debated and agreed, one of the areas that could have been improved is the involvement of the Local Authority earlier in this process, outside of Boards, for advice and support on delivery, redirection and reuse aspects of the project.

Lesson Implemented: The LGF Officers are now working much more closely with Local Authority Officers during all phases of projects being awarded, delivered and most crucially when changes requested or project failures, closures occur and clawback has to be instigated.

WAS Decision Summary			
Date	Meeting or action	Paper/Activity	Decision
01/04/2015	GCGP Meeting	Funding Approval - LEP	Approval of the Feasibility Study value £1m. Starting 01/04/2015 - 31/03/2017 The Feasibility Study will develop an Outline Business Case for the implementation of the preferred option for delivery and application for further funding of £10.5m of LGF
26/11/2018	Business Board Meeting	WISBECH ACCESS STRATEGY	It was resolved to: a. note the proposed package of measures for further development (Table 2 Recommended Wisbech Access Strategy Package); b. recommend the Combined Authority Board approve a budget of £10,500,000 to enable the procurement of an appropriate design and build contractor to immediately commence the delivery of an overlapped phased design and construction programme; c. recommend the Combined Authority Board delegate authority to the Transport Director, in consultation with the Chair of the Transport Committee, at key gateway stages to deliver this package of works on behalf of the Business Board; d. recommend to the Combined Authority Board to, subject to BEIS Ministerial approval of the release of future Growth Deal funds, release of the £10.5m Growth Deal funding for the delivery of this vital scheme for the housing and economic growth of Wisbech.
28/11/2018	Growth Deal (a) Wisbech Access Strategy – Summary of study work and request to proceed to delivery of design with simultaneous construction of phase 1 interventions (b) M11 Junction 8 Improvement Project	Combined Authority Board	It was resolved to note the decisions of the Business Board and, subject to confirmation from Government that local growth funds have been released for allocation by the Business Board, to: a) approve a budget of £10,500,000 to enable the procurement of an appropriate design and build contractor to immediately commence the delivery of an overlapped phased design and construction programme. b) delegate authority to the Transport Director, in consultation with the Chair of the Transport Committee, at key gateway stages to deliver this package of works on behalf of the Business Board. c) subject to BEIS Ministerial approval of the release of future Growth Deal funds, release of the £10.5m Growth Deal funding for the delivery of this vital scheme for the housing and

			<p>economic growth of Wisbech.</p> <p>d) release the £1m Growth Deal funding to Essex County Council, to support the delivery of the range of improvements outlined within this paper for the M11 Junction 8.</p>
20/02/2020	Growth deal - GFA signed for £10.5m	Business Board agreed	GFA signed for the implementation of the preferred options for Wisbech Access
27/07/2020	Business Board Meeting		<p>Recommended that the Combined Authority Board note all the programme updates outlined in this paper.</p> <p>Recommended the Combined Authority Board approve the change request for the Wisbech Access Strategy project.</p> <p>Noted the funding position and forecast for Local Growth Fund Projects in delivery.</p> <p>Noted the summary of funding streams under management of the Board.</p>
05/08/2020	Local Growth Fund Programme Management July 2020	Combined Authority Board	<p>It was resolved to:</p> <p>a) Note all of the programme updates contained in the report to the Business Board on 27 July 2020.</p> <p>b) Approve the change request for the Wisbech Access Strategy Project.</p>

27/08/2021	Strategic Funding Management Review July 2021	Combined Authority Board	<p>It was resolved to:</p> <p>a) Reject the Project Change Request for the Wisbech Access Strategy Project.</p> <p>b) To note that officers will work with Wisbech Access Strategy Project lead to explore all implications and consequences of next steps for the project and report to next Combined Authority Board meeting.</p> <p>c) Note the other programme updates contained in the report to the Business Board on 14 July 2021.</p> <p>d) Support, in principle, the use of £1.88m of existing medium term financial plan (MTFP) budget to complete design work and land acquisitions for the three remaining schemes within the Wisbech Access Strategy project, subject to the business case being received by the Board.</p>
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Project Change Request Form

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

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

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

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

Details of change request	
Project Name	Date of change request
Infrastructure Grant - To support Net Zero Manufacturing and Materials Research & Development Centre	11 th October 2021
Project Manager	Project Director
Steve Clarke	John T Hill
Background	
<p>On the 5th November 2020 the Mayor using his general power of competence, having consulted with the Combined Authority Board Members at the Leaders' Strategy Meeting on 28th October 2020 approved £14.6 million Getting Building Funding into the University of Peterborough Manufacturing & Materials Research & Development Centre Project. Since the approval, activity has commenced including the enabling groundworks for this project (linked to University phase 1 groundworks happening at same time), final design works, submission of the planning application, and the construction contract placed.</p> <p>The supporting car park infrastructure element of the project comprises a grant to Peterborough City Council (PCC) for delivering the parking infrastructure support to the Phase 2 project, which was originally envisaged to be a larger multi-storey car park to serve all of the current and future phases of the University but has been revised to provide the minimum level of parking spaces to comply with the planning consent and is now the provision of the additional car parking for Phase 1 & Phase 2 of University of Peterborough only. The revised requirements have resulted in a lower surface car park specification plus a reduction in the overall costs and this in turn reduces contribution required from PCC. Although this change requests that the £827,000 grant from the GBF is still utilised meaning this becomes a higher intervention rate, it should be noted that reducing PCC's contribution from borrowing in turn reduces PCC interest costs are lowered, which in turn keeps the chargeable lease cost lower for each parking space rented to PropCo2 (which is 90% CPCA owned) lowering overall costs for leasing the car park – and helps the R&D Centre break even faster.</p> <p>PCC have costed the 128 surface car park at just over £1million but have taken a formal request to their Cabinet and Investment Committee for approval of £500,000 budget from borrowings towards the project to allow for contingency within the current climate to make sure the project is delivered with no budgetary issues.</p> <p>The reduced contribution does not affect the output or outcomes of the project and enable the requirements for parking spaces to be met.</p>	

Project delivery remains on target for occupation from September 2022 plus the Getting Building Fund spent by end of March 2022, PCC have begun the process of design and procurement for the car park works.

Reason for change

The initial application was flexible on the size and scope for the infrastructure requirements for the project in order that the Project Team could ensure that the grant supported the development of the building and associated phases of ARU Peterborough including wider infrastructure requirements to comply with planning such as car parking provision. PCC have revised the costs of developing the car park for the 2 phases of ARU Peterborough from an original project budget of £2.727million down to £1.327million and this change reflects this reduction from what was envisaged to be a much larger 500 space City centre capacity car park requirement from planning down to a 128 space surface car park.

Other options considered

Build a multi storey carpark, this was not required as part of planning and therefore the car park was revised to reflect the requirements of the facility

Costs of implementing the change

The financial implications are positive, the reduction in contribution from PCC reduces their borrowing costs and in turn reduces the costs charged to the PropCo2 in terms of the lease price of each car park space.

Risk of implementing the change

There are no risks identified

Decisions/approval for change

Business Board decision

Name of Director:

Decision:

Date of Decision:

Agri-Tech Sector Strategy - Action Plan

To:	The Business Board
Meeting Date:	8 November 2021
Public Report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	Martin Lutman, Agri-Tech Specialist
Key Decision:	No.
Forward Plan Ref:	(Not applicable)
Recommendations:	<p>The Business Board is asked to:</p> <ul style="list-style-type: none">(a) approve the Agri-Tech Sector Strategy and Action Plan(b) recommend that the Combined Authority Board approves adoption of the Agri-Tech Sector Strategy/Action Plan

1. Purpose

- 1.1 This report asks the Business Board to approve the Agri-Tech Sector Strategy and Action Plan (and the conclusions and recommendations set out in the document) and then to recommend to the Combined Authority Board that it formally adopts the Agri-Tech Sector Strategy and Action Plan, with the next step to develop an implementation plan across all 4 strategies and bring that implementation plan back to the Business Board. The Business Board took a similar approach with the other 3 sector strategies.
- 1.2 All the Sector Strategies contain a number of recommendations or actions in order to deliver those strategies' outcomes. In terms of implementation, not all of those recommendations or actions are focussed on the Combined Authority or Business Board for delivery, so by adopting the strategies, the Business Board and Combined Authority are aiming to address the required actions, but not committing to delivering them all.
- 1.3 The implementation of the strategies will also be contingent on future funding opportunities from National Government and how they clarify over the coming year with funding streams such as Levelling Up Fund, Community Renewal Fund plus any other relevant new or

existing funding policies. The adopted sector strategies will provide the basis upon which bids and proposals can be constructed.

- 1.4 Any interventions subsequently prioritised for delivery by the Business Board will require Officers to work up business cases and submit bids to secure funding from future funding streams, such as the UK Shared Prosperity Fund (SPF) in 2022.
- 1.5 Any business cases or bids developed will be brought back to future Business Board meetings for approval and recommendation to the Combined Authority Board to submit to secure funding.
- 1.6 The sector strategies and their overall implementation plan, once developed, will also provide opportunity to feed into content development of refresh of the Local Industrial Strategy (LIS) or any replacement of the LIS.

2. Background

- 2.1 Agri-Tech was featured as one of four important sectors in the Local Industrial Strategy.
- 2.2 Promar International Ltd was commissioned by the Cambridgeshire and Peterborough Combined Authority (CPCA) in 2020 to produce a strategy to guide the Business Board in its decision making and development of investment into this important sector. This would emulate strategies produced for the other key sectors highlighted in the Local Industrial Strategy. Promar's report describing requirements for an Agri-Tech Strategy was presented to the Business Board on 10 November 2020. A copy of Promar's report is linked in Section 8.1 of this report.
- 2.3 The Business Board concluded that although Promar's work had provided a helpful start in enabling the Business Board to understand the make-up, strengths and opportunities of the sector in the CPCA area, it was felt that a more succinct, focussed report was needed which set out a clearer set of recommendations which would enable the Business Board to focus its effort and future funding investment decisions. Agri-TechE (previously known as Agri-Tech East) was commissioned to deliver this work as it was considered to be the best placed organisation to do so.
- 2.4 Agri-TechE is a (membership) cluster organisation that brings together farmers and growers with scientists, technologists and entrepreneurs to create a global innovation hub in Agri-Tech. Members are located in the UK and overseas. Dr Belinda Clarke, Agri-TechE's Director, is a plant scientist and holds many Agri-Tech related positions including membership of the Eastern Agri-Tech Growth Initiative Programme Board.
- 2.5 Building on Promar's work, senior representatives from and with an interest and expertise in Agri-Tech were invited to a (virtual) workshop held on 24 September 2021, chaired by Dr Clarke. The aim of the workshop was to collect views and opinions on what the CPCA should do to fully support the area's Agri-Tech eco-system. Participants were asked to do some preliminary work ahead of the workshop. Those representatives that could not attend the workshop provided their contributions to Agri-TechE separately.

3. The Action Plan

- 3.1 In essence, Agri-TechE's report contains 14 possible interventions grouped around 5

recommendations. Under each recommendation there are several suggested actions. The main thrust of the report is that the CPCA geography is becoming globally renowned for Agri-Tech and stakeholders across the Agri-Tech value chain are clear that the opportunity to build on this excellence should not be missed.

- 3.2 Key intervention areas for consideration resulting from the stakeholder consultation include (i) providing an **enabling environment for “Agri-Tech” business scale-up**, (ii) specific support for **de-risking technology adoption by farmers**, (iii) **skills development and augmentation** and (iv) accelerating the **journey to net zero**.
- 3.3 In addition, there is appetite to develop a clear understanding of the assets within the CPCA area and using this to support the ongoing engagement with neighbouring LEPs (particularly New Anglia LEP and Lincolnshire LEP) to develop (v) a **robust shared regional narrative for Agri-Tech** to present to the world. We also suggest a possible over-arching mechanism to enable greater leverage of the potential for **multi-disciplinary engagement around Agri-Tech**, to harness the synergies with other sectors such as health and life sciences, digital and advanced manufacturing.
- 3.4 The report encourages caution so as not to conflate “*agri-tech*” with “*agriculture*” or the wider “*agri-food supply chain*.” For the purposes of this report, Agri-TechE considered the Agri-Tech value chain to operate across fundamental and applied R&D and its commercial application on farm and in primary processing in packhouses, for example. Secondary processing (such as new product development by food companies, for example) is deemed out of scope.
- 3.5 A copy of the proposed Action Plan is linked in section 7.1 of this report. The five recommendations (and the suggested supporting actions) are set out in Appendix 5 of the Action Plan. Each has been colour coded in terms of importance and potential budget, subject to future funding opportunities.
- 3.6 If the Action Plan is approved and adopted by both the Business and Combined Authority Boards, the Action Plan will form part an overall implementation plan that will be developed for the four key sectors and presented to the Business Board together with appropriate business cases to bid for any possible future funding opportunities.

Significant Implications

4. Financial Implications

- 4.1 Adoption of the Action Plan does not have a direct financial implication. The next stage of developing the detail behind the potential implications into a case which could be put to the Business and/or Combined Authority Boards, will be undertaken using existing resources within the Combined Authority.
- 4.2 Individual interventions which require funding, or further support, will be brought back along with the case for investment for the Boards to consider.

5. Legal Implications

- 5.1 There are none at this point.

6. Other Significant Implications

6.1 There are none at this point.

7. Appendices

7.1 Appendix 1 – Agri-TechE's Report.

8. Background Papers

8.1 Promar International Ltd's proposed AgriTech Strategy.

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2000/Committee/69/SelectedTab/Documents/Default.aspx> (Agenda item 3.1 refers).



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

**From Report to Reality:
An Agri-Tech Action Plan for the CPCA**

Prepared by Agri-TechE



October 2021

EXECUTIVE SUMMARY

The CPCA geography is becoming globally renowned for agri-tech, and stakeholders across the agri-tech value chain are clear that the opportunity to build on this excellence should not be missed.

Key intervention areas for consideration resulting from the stakeholder consultation include (i) providing an **enabling environment for “agri-tech” business scale-up**, (ii) specific support for **de-risking technology adoption by farmers**, (iii) **skills development and augmentation** and (iv) accelerating the **journey to net zero**.

In addition, there is appetite to develop a clear understanding of the assets within the CPCA area and using this to support the ongoing engagement with neighbouring LEPs (particularly New Anglia LEP and Lincolnshire LEP) to develop (v) a **robust shared regional narrative for agri-tech** to present to the world. We also suggest a possible over-arching mechanism to enable greater leverage of the potential for **multi-disciplinary engagement around agri-tech**, to harness the synergies with other sectors such as health and life sciences, digital and advanced manufacturing.

We encourage caution so as not to conflate “agri-tech” with “agriculture” or the wider “agri-food supply chain.” For the purposes of this report, we have considered the agri-tech value chain to operate across fundamental and applied R&D and its commercial application on farm and in primary processing in packhouses, for example. Secondary processing (such as new product development by food companies, for example) is deemed out of scope.

Attempts have also been made to leverage or align with existing successful initiatives, rather than recreating or duplicating, or having entirely *de novo* inventions. Given the current pressures on the public purse, a parsimonious approach seems the most pragmatic, although some ideas are presented on which to potentially build business cases for higher cost interventions.

1. INTRODUCTION

Agri-TechE was commissioned by the Cambridgeshire & Peterborough Combined Authority (CPCA) to undertake a piece of work to build on the high-level strategy plan developed by Promar, and to scope out elements of a Delivery Plan for submission to the Business Board in November 2021.

This report aims to provide some tangible, actional insights which build on the Promar report and reflect the views of a series of stakeholders (some of whom were consulted in the Promar work).

The wider context here is to provide a series of high level deliverables to inform the Business Board’s recommendations to the CPCA for possible interventions, and to provide some insights on which to base future business cases.

2. THE WIDER AGRI-TECH CONTEXT

For six years the GCGP-LEP pioneered the Eastern Agri-Tech Growth Initiative, a UK-leading programme which has supported numerous R&D and Growth projects within individual SMEs, and also funded the development of the Eastern Agri-Tech Innovation Hub in Soham. This cemented its position as a UK leader in supporting agri-tech. The aim now is to identify a series of potential interventions to align within the future growth plans of the CPCA amid the current socio-economic climate of Covid Bounceback, transition to [ELMS](#) (following Brexit and changes to the Farm Business Support system), as well as ensuring alignment with the strategies within HMG, including the national [Innovation Strategy](#), the [Food Plan](#), the [25 Year Environment Plan](#) and others.

Other drivers also include changes to the national levy Board Agriculture and Horticulture Development Board where a recent ballot resulted in growers voting not to continue to pay the levy for R&D into potatoes and horticultural crops. (Other ballots may follow in other areas, which is likely to have an impact on knowledge exchange from research to practice). Finally, Defra is launching a tranche of funding via the [Farming Innovation Pathway](#), and this sits alongside the Innovate UK [Industrial Strategy Challenge Fund for “Transforming Food Production”](#). A new wave of “Strength In Places” funding is also anticipated.

Finally, the [Dasgupta Review](#) (University of Cambridge, 2021) advocated an understanding of the economics of biodiversity, encouraging value creation and capture to be viewed in terms of natural capital and ecosystem services, in addition to the usual growth metrics. Agri-Tech is a key enabler of this approach, permitting measurement and management using, for example, remote sensing, earth observation, and data analytics (cornerstones of “agri-tech” innovations). The unique landscapes, (including the Fens, which are home to the majority of the UK’s lowland peat soils) and natural capital assets in the CPCA geography mean it is ideally-placed to demonstrate global leadership by empowering agri-tech to advance this critical agenda alongside the widely recognised metrics of economic growth.

It should also be noted that while many of the issues identified are not unique to agriculture (access to scale-up support, for example), agri-tech innovation and adoption may be constrained by seasonality and variability of nature. This may mean that validation takes longer in other sectors and hence the enhanced need for public sector support to help de-risk the innovation and accelerate its pace to market.

Despite the national emphasis on “levelling up” across the UK, a key objective for the CPCA should be to build on the existing excellence as well as addressing the gaps and ensuring adherence to Green Book guidelines to both address market failure, and to reinforce and enhance the incumbent excellence. Where possible, some “levelling up” across the CPCA area might be desirable, to address the disparity in technology adoption, business creation and engagement with R&D across the farm businesses.

3. METHODOLOGY

Agri-TechE has been operating for 8 years in the Cambridgeshire-Peterborough geography, and also works closely with other LEP areas in the UK and other agri-tech clusters internationally. The Agri-TechE Director was also a member of the Programme Board for the Eastern Agri-Tech Growth Initiative, where additional localised industry intelligence was acquired. There is thus significant domain knowledge drawn from local, national and international experience.

This knowledge has been augmented with desk research, individual discussions with key stakeholders, and the hosting of a workshop (with associated pre-work) involving leaders in academia and industry who are based in the CPCA geography.

Delegates were requested to submit pre-work prior to the workshop, to help scope out areas in which there was a view that the CPCA would be able to make an impact and to identify areas of nationally differentiated excellence. The pre-work survey is in **Appendix 1**. At the workshop, delegates worked in groups to scope out various potential interventions in more detail, based around the template in **Appendix 2**. The recommendations are summarised in **Appendix 3**, along with an indicative scale of budget and priority.

4. RECOMMENDATIONS

A series of 14 possible interventions were identified by the groups at the workshop. While few of the suggestions were entirely novel, there is the unique CPCA lens through which they should be considered and potentially delivered. In many cases there are national efforts to tackle them either currently underway or with imminent delivery planned. However, the potential to align with, and be inspired by, national strategies and programmes is significant and has precedence with the Eastern Agri-Tech Growth Initiative which mirrored the interventions from the [national agri-tech strategy \(2013\)](#). In addition, the fact that the stakeholders have highlighted them as potential interventions means there is a lack of awareness, or these interventions are not meeting the specific needs in the CPCA geography.

While the stakeholder ideas have been presented as a series of separate interventions addressing specific issues, they could also be envisaged sitting together within a new flagship vehicle – a (virtual) **“Centre for Inter-Disciplinarity for Agriculture and Land Management.”** This centrally co-ordinated “hub-and-spoke” model would harness and unite the currently fragmented offerings across the CPCA geography, bringing them all together as delivery partners with the opportunity to collectively deliver impact. This Centre would be a repository of distributed existing facilities across the CPCA geography (some of which would require further capital investment in infrastructure and buildings), would provide access to finance, signposts to business support, introductions, and technology demonstration facilities. It would also provide a focal point to develop the interface between other industries (such as health and life sciences) into “agri-tech” across the CPCA geography.

The ideas from the stakeholders have been grouped into the following categories:

1. Supporting the scale-up of innovation businesses, providing access to grow-on and demonstration facilities, finance and end-users
2. Incentivising and de-risking farmer adoption of new technologies
3. Developing the skills agenda to help address the emerging and expanding needs of the industry as it collectively “up-skills”
4. Supporting the journey of “agri-tech” towards net zero; being mindful of the unique Fenland ecosystems and understanding how their management can contribute to net zero of the industry by 2040 (as recommended by the NFU).

In addition, Agri-TechE would like to make a recommendation around harnessing more effectively the unique multi-disciplinarity in the CPCA geography, ranging from life sciences, advanced manufacturing, digital, 3D printing, to earth science, materials science, ICT and telecoms, earth observation and software engineering. All of these disciplines are already contributing technologies and thinking to agriculture, and an inter-disciplinary “systems” approach is rapidly becoming recognised as the way to tackling the major challenges of climate change, increasing productivity and enhancing GVA. This aligns with the concept of the Centre for Inter-Disciplinarity.

We also would like to endorse the ongoing work around creation of a “regional narrative” for agri-tech, ensuring clarity of vision and understanding within the CPCA of the nationally differentiated assets within the region. This will feed into and support the wider Foreign Direct Investment activities underway within the CPCA and support the development of HPOs (High Potential Opportunities). At least one HPO within the CPCA area should be identified by Government.

RECOMMENDATION 1

Provide specific support for scale-up of businesses active in agri-tech – including facilities, access to finance and infrastructure support.

Support for start-up and early-stage agri-tech ventures is good in the CPCA area – there are incubators, accelerators and other mechanisms to incentivise and support business growth and there are a number of examples where this has been successful (e.g. Dogtooth Robotics, Agri-Grub, Smartbell, Yagro and others).

Scale-up, however, is more challenging, especially if specialist facilities are needed. Access to growth finance is also more challenging – investors are also particularly reluctant where intensive capital costs are associated with scale-up.

Workshop delegates suggested drawing inspiration from the “[Engine](#)” model associated with MIT in the US, to provide and encourage larger businesses to enter into a public-private partnership with CPCA and provide long-term “patient” capital and access to facilities. There are a number of entities across the region who are either delivering some part of this, or have aspirations to do so. A distributed model across a number of entities would reduce competition and provide a more joined-up “offer” to businesses and as an FDI narrative. A new central bricks-and-mortar facility is not what is needed – existing assets can be leveraged and enhanced.

Other models such as that developed by the [Western Growers Association](#) in California provide grower-funded access for start-ups and cash to make their innovations useable in large grower environments.

Suggested actions include:

- Undertake an audit of the existing and planned facilities for scale-up of agri-tech businesses in the region, identifying gaps and opportunities.
- Create a “hub-and-spoke” model by collating and, where necessary, investing in existing facilities (e.g. Eastern Agri-Tech Innovation Hub, Barn 4 – both of which have been CPCA investments - Caxton Manor Farm plans, Bury Lane Farms, University of Peterborough campus) to provide workshop / forklift / trials facilities to provide the necessary grow-on and scale-up space and technology validation.
- Creation of a suite of flexible growth capital options – such as grants, convertible loans, asset finance – potentially co-investing with other private sector investors (there is precedent for this co-investment model in New Anglia LEP) to emulate the Engine model with MIT.
- Provision of a tailored offering of business support, to include, potentially, innovation vouchers, export advice, mentoring and signposting – ensuring the “agri-tech literacy” of the existing Growth Works offering with dedicated, credible agri-tech advisors to help businesses access existing national support as well as new local initiatives specific to the CPCA.
- Ensure agri-tech needs are considered alongside other infrastructure planning around the CPCA area – such as access to 5G, rural broadband, affordable housing and transport to work (given that many businesses are remote across the geography).

RECOMMENDATION 2

Increase the rate of adoption of new agricultural technologies by farmers through de-risking investment and providing support for academic-industry support.

A number of schemes already exist for this, not least the [Industrial Partnership Award](#), [Stand Alone LINK grant](#) (both offered by [BBSRC](#)), the [Knowledge Transfer Partnership](#) ([Innovate UK](#)), [Smart Grants](#), [Transforming Food Production Programme](#) and the pending [Farming Innovation Pathway](#) programme being rolled out by Defra. These, however, are either not well understood or highly competitive, or with a few exceptions, are not bespoke to agri-tech. The Ceres fund (hosted by the University of Cambridge has had some successes, but an independent evaluation should be undertaken to establish its impact).

The CPCA has an excellent track record in providing access to flexible, enabling support through the Eastern Agri-Tech Growth Initiative and it is suggested that this is augmented to provide a wider suite of support across the Technology Readiness Levels and to companies as they grow.

Suggested actions include:

- A regionally-contextualised grant scheme which builds on the flexible Eastern Agri-Tech Growth Initiative for R&D and business growth, but is significantly expanded to also support collaborative R&D and have a lighter administrative burden, higher intervention rate and greater chance of success than the national schemes. This should encompass small interventions (such as an innovation voucher scheme to the value of £5-10k), larger R&D projects (£20k - £150k) and larger programme investments up to £250k).
- A fund, inspired by the Defra Countryside Productivity Small Grant Scheme, to help farm businesses with procurement and investment of specific new technologies for adoption, to help fund trials work and de-risk farmer investment.
- This fund could also be part of an incubator/accelerator fund for introducing researchers and small start-ups to big agri-businesses to provide additional pull to market.

RECOMMENDATION 3

Ensuring a fit-for-purpose workforce for an agri-tech enabled industry, providing life-long learning opportunities, re-skilling and up-skilling.

The skills and labour issue in agriculture is well-documented and being considered at a national level as part of the national Food and Drink Sector Council. In the CPCA geography, however, there is a disparity in skills from PhD level to vocational and seasonal work around agriculture and agri-tech. There are a number of regional HE and FE delivery partners and, like their counterparts across the wider UK, are reflecting on how to offer courses and skills programmes to prepare the workforce for 21st Century agriculture. Agri-tech of course forms a key part of that.

This is, however, operating against a competitive backdrop nationally, with many other FE and HE centres having similar thoughts. There is little point in recreating offerings which will be competing for an already small pool of learners – bespoke offerings for the businesses and learners in the CPCA area is what is needed. There are a number of industry-led providers – such as [ARTIS](#) programme which currently exists to provide flexible learning in some areas of the industry – any future plans should be considered within the context of this and other initiatives.

Suggested actions include:

- A detailed skills plan bespoke to agri-tech in the CPCA geography is needed, sitting alongside a wider skills plan for food, drink and agriculture. Agri-Tech is the underpinning enabler through which new skills can be developed and higher value jobs will be created for agri-food, and will undoubtedly require different types of training. This needs consideration alongside the existing training offerings in the CPCA region from FE and HE and within the private sector.
- The stated goodwill of employers to help provide industry placements, host apprenticeships, internships and studentships should be harnessed in a structured way to provide sight of new opportunities for learners. This should sit alongside other schemes underway within the local authorities such as the [Cambridgeshire and Peterborough Region of Learning](#) programme and [Form The Future](#).

RECOMMENDATION 4**Harnessing agri-Tech as an enabler for the Net Zero journey in the CPCA geography**

The high quality Fenland peat soils have underpinned the agricultural productivity in the CPCA region. There is, however, serious pressure to reduce GHG emissions from the industry and those resulting from agricultural production are significant, in particular soil inversion (through ploughing) and use of fertilisers. The Fens are particularly vulnerable to this and technology can play a key role in helping model different cropping and land management scenarios, creating digital twins, helping to understand how bio-pesticides and bio-inspired crop and animal management regimes can contribute to the net zero journey set by HMG. No other geography has both the challenge and potential solution at its disposal.

Understanding Fenland agriculture and how to best manage the landscape is not necessarily within the scope of this piece of work, and there are numerous initiatives underway to identify interventions. However the CPCA can take a leadership position enabling agri-tech to support the journey to net zero by incentivising and deploying use of technologies to help address the challenges.

Suggested actions include:

- A life cycle analysis of Fenland agriculture with modelling to understand better specific interventions which would reduce GHG emissions
- Creation of a digital twin of the Fens to model the impact of potential agri-tech interventions to reduce GHG.
- Financial support to sit alongside ELMS – potentially leveraging the County Farms network as a test-bed – to demonstrate different agri-tech solutions and their role in lowland peat GHG management.
- Grant incentives for roll-out of the necessary infrastructure and upgrading of farm real estate to support an electric or renewable energy platform and battery storage.

RECOMMENDATION 5

Develop a clear positioning around the “agri-tech” capacity and assets in the CPCA geography and ensure these are well-understood and embedded across all communications.

As highlighted by workshop delegates, these include – but are not limited to:

- ✓ **Highly productive arable agriculture** with a high concentration of vegetables, salads and ornamentals, particularly in the west and north west of the region.
- ✓ **A rich local research and development community**, in particular in plant science, based in and around world-leading institutions.
- ✓ **Seed & early stage funding**, provided by an engaged community of Angels & VCs with a track record in investment in agri-tech.
- ✓ **Enabling local government**, demonstrated by ongoing pro-active support for agri-tech from CPCA.
- ✓ **Excellence in technology**, in particular robotics and machine vision, as shown by the quality of businesses found in the region and in Cambridge in particular.
- ✓ **Excellent collaborative and cross-discipline R&D in agri-tech** (in a range of sectors), and strong links between academia and industry, particularly in horticulture (as evidenced by NIAB’s work).
- ✓ **Agricultural and horticultural diversity**, reflected in the wide range of edible and non-food crops grown in the area.
- ✓ **Expertise in climate science and sustainability** in Cambridge University, Anglia Ruskin University and the businesses in the area.

No other UK geography can claim this suite of excellence. They should form the basis of much wider positioning and an inward investment “story” around agri-tech which links to a wider regional narrative with neighbouring LEPs of New Anglia and Lincolnshire.

Suggested actions include:

1. Refresh the “smart specialisation” approach to the agri-tech assets in the CPCA area (last undertaken in 2015).
2. Embed the agri-tech narrative more visibly within the wider CPCA inward investment “offer.”
3. Develop a pro-active approach to external communications of the excellence on offer, promoting specifically the market “pull”, technology capacity and strengths of the region.
4. Identify and attend global events and explore opportunities to engage with others to promote the CPCA agri-tech competencies and assets internationally.

5. CONSEQUENCES OF FAILURE TO ACT

Workshop participants were asked to reflect on the consequences of not undertaking the various suggested interventions. In almost all cases the consequence was loss of economic competitive advantage, “being left behind globally,” a lack of skilled people (or at worst a “brain-drain” of the few with the skills) and missed opportunities to leverage effectively the unique assets in the CPCA area, such as the links between agriculture, health, sustainability and climate change.

In the UK there are other areas investing heavily in agri-tech (such as Lincolnshire, Shropshire, the South West), and globally clusters such as the Research Triangle Park in North Carolina, The Food Valley around Wageningen in the Netherlands, and the Greater St Louis area in Missouri are all making global waves about their geographies. They are seeking partnerships with Agri-TechE to help engage with the wider UK cluster via the portal of the East of England – the narrative from this region needs to be equally as ambitious.

5. CONCLUSION

The agri-tech asset of the CPCA geography is truly unique and the Promar report provided valuable market intelligence to help inform future business cases for additional investment. There is an ambition to raise the bar higher, to “level-up” across the CPCA geography with access to technology, de-risking investment in new tools and services, and to support the contribution made to a reduction in GHG emissions and natural capital acquisition via deployment of agri-tech.

APPENDIX 1 Pre-work questions

A [questionnaire on Microsoft Forms](#) was emailed to all workshop delegates in advance of the workshop, setting out the context of the exercise and asking the following questions:

1. Nationally Differentiated Strengths and Excellence in the CPCA region

QUESTION: “We know we 'do' farming, research, and tech really well here, but where - specifically - do we stand above other parts of the UK?”

Respondents were invited to submit up to four 'strengths' and provide context and examples for each.

See data under Recommendation 5.

2. Gaps: Areas for development

QUESTION: “Where do we have the potential, or need, to grow and develop in order to more fully support agricultural and horticultural technology?”

Respondents were invited to submit up to four 'opportunities or needs' and provide context and examples for each.

- **Supporting (including via increased private sector funding) the scaling-up and adoption of agri-tech innovation**, to support improved uptake by farmers of new technologies to help tackle environmental challenges
- **Better collaboration between, and training for, farming businesses** to support innovation and technology adoption
- **Space for innovation and development**, including more incubators and improved facilities for larger, developing businesses
- **Improved connections to drive commercialisation** of Cambridge's research expertise in sustainability innovation
- **Better integration for start-ups with existing agricultural machinery manufacturers**
- **New partnerships to commercialise and exploit existing tech capabilities**
- **Breaking down the sector barriers** between existing networks, partnership and groups, and enhancing connections to expertise outside the area
- **Increased short-term funding opportunities** to support collaborative projects between universities and businesses
- **Automation and robotics to support increased productivity** and help mitigate for labour shortages
- **Application of Cambridge's existing expertise to support supply chain technologies** to streamline the food chain, reduce C emissions and meet changing consumer demand

3. Interdependencies and linkages

QUESTION: “Thinking about the CPCA's strengths you've identified above (and any gaps or opportunities), do any of these have interdependencies or close linkages with other sectors or industries, or other geographies (UK or abroad)?”

Respondents were invited to describe any interdependencies or linkages.

- The **described strengths will benefit other non-agri-food businesses**. However, the area's general economic strengths put **upward pressure on salaries and property costs** which can be damaging for agriculture
- Agri-food in the area has **strong links to environmental and climate sciences**, as well as a wide range of technology capability here
- Strong potential to **link Cambridge to other leading regional research institutions** (UEA, Lincoln, Cranfield, Rothamsted etc.) to create a globally competitive combined regional powerhouse
- What connections already exist, and how can these be strengthened, between the CPCA region and **neighbouring areas** such as Lincolnshire?
- What linkages exist or can be created between **recent efficiency gains in the distribution sector and on-farm harvest and labour allocation** in the horticulture industry?

4. What would have the biggest impact for agri-tech?

QUESTION: “Finally, what single intervention or action you would like to see the CPCA implement to advance “agri-tech” as part of its strategy? This can be wildly ambitious, or highly practical (or both) – we are keen to capture all thoughts and ideas.”

Respondents were invited to name their chosen intervention and explain the reason/s for it.

- **We need to think big, and much bigger than what has been delivered to date**. We should make use of the opportunity for private investment of a business park dedicated to agri-tech to bring industry together with research to commercialise new technologies, and to create something of local, national and global significance.
- **Financially incentivise local companies to mitigate and / or sequester GHG emissions**. By acting boldly with its agricultural community, coupled with the area's existing strengths, CPCA could become the first UK region to reach agricultural Net Zero.
- **Incentivise farmers and growers to be early adopters** including through stimulating greater farmer-farmer collaboration to increase tech adoption by reducing cost and risk.
- **Attract more private capital investment** including by attracting and educating investors with less agri & agri-tech knowledge.
- **Increase availability of seed funding for those producers** collaborating with researchers or tech companies.
- **Bridge the gap between UKRI funded research and established equipment** used by growers. See Western Growers Innovation Centre in Salinas, CA as an example.

APPENDIX 2 – The Workshop Template (groups of 3-5 delegates were asked to identify between 2 and 4 interventions)

CPCA Agri-Tech workshop

Intervention record – Please record additional interventions on a new sheet – see below. Please complete the sections below and return to alex.dinsdale@agri-tech-e.co.uk after the workshop.

Name of intervention		GROUP NUMBER:
Sector / area and brief description (if needed)		
Drivers (technological, legal, political, social, economic, environmental)		
Barriers (technological, legal, political, social, economic, environmental)		
Key Actors / participants / individuals / institutions needed to make this happen		
Ideal timescale for intervention (6-12 months, 1-2 years, 2-5 years)		
Approximate budget (if known)		
Anticipated outcomes & impacts of intervention		
Consequences of not intervening in this way		

APPENDIX 3 – SUMMARY OF RECOMMENDATIONS

List of recommendations with suggested budgets and priorities:

0 – 6 months	6 – 12 months	12 – 36 months	< £50K	£50K - £200K	£200K - £1m+
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RECOMMENDATION 1

Provide specific support for scale-up of businesses active in agri-tech – including facilities, access to finance and infrastructure support.

<i>Proposed intervention</i>	Priority	Budget
Undertake audit of existing & planned facilities for scale-up of agri-tech businesses in the region, identifying gaps and opportunities.		
Create a “hub-and-spoke” model of co-ordinated support to provide facilities for grow-on and scale-up space.		
Create flexible growth capital options & co-invest with other private sector investors, potentially aspiring to emulate the Engine model with MIT.		
Provide dedicated agri-tech business support by ensuring the “agri-tech literacy” of the Growth Works scheme with dedicated agri-tech advisor(s).		
Ensure agri-tech needs are considered alongside infrastructure & connectivity planning around the CPCA area.		ONGOING

RECOMMENDATION 2

Increase rate of adoption of new agricultural technologies by farmers through de-risking investment & providing support for academic-industry support.

<i>Proposed intervention</i>	Priority	Budget
A regional grant scheme to build on the Eastern Agri-Tech Growth Initiative, encompassing cR&D, as well as in-house R&D and business growth		
A fund to help farm businesses with procurement and investment in new technologies, to fund trials and de-risk farmer adoption, potentially also forming part of an incubator/accelerator fund to connect researchers and start-ups to agri-businesses.		

RECOMMENDATION 3

Ensuring a fit-for-purpose workforce for an agri-tech enabled industry, providing life-long learning opportunities, re-skilling and up-skilling.

<i>Proposed intervention</i>	Priority	Budget
Development of a bespoke, agri-tech skills plan to sit alongside a wider skills plan for food, drink and agriculture.		
Structured support for new learners with employers to help provide industry placements, apprenticeships, internships and studentships.		

RECOMMENDATION 4

Harnessing Agri-Tech as an enabler for the Net Zero journey in the CPCA geography

<i>Proposed intervention</i>	Priority	Budget
Life cycle analysis & modelling, including via a digital twin, of Fenland agriculture to understand how best to reduce GHG emissions.		
Financial support for demonstration and test-beds of agri-tech capabilities as innovative tools for lowland peat GHG management		
Grant incentives for infrastructure and upgrading of farm real estate to support an electric or renewable energy platform, battery storage etc.		

RECOMMENDATION 5

Develop a clear positioning around the “agri-tech” capacity and assets in the CPCA geography and ensure these are well-understood and embedded across all communications.

<i>Proposed intervention</i>	Priority	Budget
Refresh the 2015 “smart specialisation” approach to the agri-tech assets in the CPCA area		
Embed the agri-tech narrative more visibly within the wider CPCA inward investment “offer.”		
Develop communications around the CPCA agri-tech excellence, promoting market “pull”, technology capacity and strengths of the region.		
Identify and attend global events and explore opportunities to promote the CPCA agri-tech competencies and assets internationally.		

Business Board Annual Report 2020-2021

To:	Business Board
Meeting Date:	8 November 2021
Public report:	Yes
Lead Member:	Chair of the Business Board, Austen Adams
From:	Domenico Cirillo, Business Programmes & Business Board Manager
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Business Board is recommended to:</p> <ul style="list-style-type: none">a) Note the Business Board Annual Report 2020-2021.b) Note the need for further funding beyond the current allocation for the Annual Report to develop the Business Board microsite, and the intention to request a virement from the forecast underspend on the Business Board Effectiveness Review to meet this need.

1. Purpose

- 1.1 This report presents to the Business Board the Annual Report for the period 2020-2021 and asks the Board to note its publication.
- 1.2 This version of the Annual Report illustrates the Business Board's achievements over the past year, demonstrating its successes and looks ahead to future interventions.

2. Background

- 2.1 In July 2021, the Business Board approved the implementation of design work to develop and produce a publishable version of the Annual Report and Delivery Plan, and digital platform, to better communicate and showcase achievements of the Business Board. Candour Agency Ltd were commissioned to undertake this work.

- 2.2 The final publishable version of the Annual Report is attached at Appendix 1.
- 2.3 For information, a few of the key achievements are highlighted below:
- 2.3.1 *Overhauling the Local Growth Fund* - the previous Local Enterprise Partnership was able to create only one job for every £71,000 spent. Since the inception of the Business Board in 2018, we've been able to bring more of a commercial, impact-focused approach to its investment management, raising that performance considerably when deploying the remaining Local Growth Funding. By March 2021, we had drastically improved value for money and reduced the overall per job created by 89.4% to just £7,500.
- 2.3.2 *Delivering a University for Peterborough* - through our creative, 'can do' approach, we were able to get Peterborough's new university project moving again after it had been stalled for over two decades. We put together a £50 million investment package to develop the site and are delighted that ARU Peterborough will formally open its doors in 2022.
- 2.3.3 *Supporting businesses hit by COVID-19* - our rapid response to the outbreak of the coronavirus pandemic enabled us to invest in the creation of 287 new jobs while protecting a further 522 existing jobs in our region. Our COVID-19 Capital Grant Scheme allocated £5,497,000 of grant funding to 132 businesses. 104 of the smallest businesses in our region also received grant funding from our COVID-19 Micro Grant Scheme.
- 2.3.4 *Launch of Growth Works* - a unique programme set to re-energise and strengthen the support offer for businesses, learners and workers across the region. Growth Works combines Growth Coaching, Inward Investment, Skills Brokerage and Grants & Investment and has had a positive impact in the local business community. By integrating all these services into one, our investment in Growth Works will create 5,278 new jobs, 1,400 new apprenticeships, and generate significant inward investment into Cambridgeshire and Peterborough over the next three years.
- 2.4 To further highlight these achievements, the Annual Report also delves into seven case studies that bring to life the real impacts of the Business Board's investments.
- 2.5 To complement the Annual Report publication, the Business Board and Communication teams are currently working closely with Candour to design a new microsite for the Business Board to further showcase its achievements and work. The microsite will follow the design of the Annual Report and will be a 'live' platform to ensure information presented is kept up to date and accurate. The microsite is expected to go 'live' from January 2022.
- 2.6 The planned Business Board communication activity following the Annual Report launch is set out in the PR plan below:
- PR to mark the formal launch of Annual Report at Business Board following the Business Board in November and being shared with Combined Authority Board members - November 2021
 - Business Board social media posts and press release to promote Growth Works' capital grant awards – November 2021
 - Social media posts and video content to introduce and promote the Board's sector strategies – December 2021
 - Review and PR to mark achievements for 2021 – December 2021

- PR and ‘paid for’ campaigns to drive traffic to the newly launched Business Board microsite – January / February 2022
- Campaign looking ahead to 2022, what support is on offer to businesses in 2022 and what is on the Business Board’s strategic radar and agenda – January 2022
- PR to mark the appointment of new Board Members – January 2022.

Significant Implications

3. Financial Implications

- 3.1 A budget of £15,000 was approved by the Business Board at its meeting on 19th July 2021 for the Annual Report Design Work and digital dashboard. The proposed microsite goes beyond the scope of the initial planned digital dashboard and would cost an additional £15,000, bringing the total cost up to £30,000.
- 3.2 The Business Board and Combined Authority Board approved a budget of £35,000 for the Business Board Effectiveness Review, however, further to the procurement process the cost for this review will underspend be at least £15,000 less than anticipated. In line with the Combined Authority’s Constitution, officers will request that the Combined Authority’s Section 73 officer consider a virement of £15,000 from the forecast underspend on the Business Board Effectiveness Review into the Business Board Annual Report budget to enable the microsite to be commissioned.

4. Legal Implications

- 4.1 There are no legal implications in this report.

5. Other Significant Implications

- 5.1 None.

6. Appendices

- 6.1 Appendix 1 – Business Board Annual Report 2020-2021

7. Background Papers

- 7.1 [Business Board Report 19 July 2021 - Business Board Annual Report & Delivery Plan - Item 3.2](#)



THE BUSINESS BOARD



CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY



Annual Report

2020 — 2021



“

As we look to the future, the Business Board will make sure we're poised to seize the opportunities of the emerging sectors, by identifying, understanding, and breaking down any barriers to growth that currently exist.

Chairman's foreword



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

But we're not the same LEP we were 12 months ago, and I'm proud of that. Since COVID-19 struck, we've adapted to help both those hardest hit by the pandemic, and those able to seize the opportunities the pandemic presented for some sectors of our economy.

Indeed, one of our greatest strengths is our ability to get the job done by continually evolving and adapting to drive economic growth, secure inward investment and protect and create jobs.

For example, our COVID-19 Capital Grant Scheme has provided £5,495,000 of funding to 132 businesses, protecting 522 existing jobs and creating 287 new jobs. And the Micro Grant Scheme distributed £479,000 to 127 companies, protecting and creating a combined 127 jobs across our region.

Both schemes were about investing – not just to survive, but to strengthen – and it's been incredibly rewarding for my team and I to see first-hand how effective the grants have been.

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

As we look towards recovery, businesses across our region will blaze a trail of ideas and opportunities that will help Cambridgeshire and Peterborough to rebuild from this pandemic. Our role over the next 12 months is to be the catalyst for that trail.

We are cementing Cambridgeshire and Peterborough's position as one of the UK's leading hotbeds for inclusive growth. We need our businesses to thrive and the local economy to prosper, so workers, learners and leaders can fulfil their hopes and realise their goals. And with this in mind, we've expanded our Business Board to make sure we have the wide range of expertise, capabilities, and perspectives we need to achieve our ambitious plans for the future.

COVID-19 aside, we've continued to invest in Local Growth Funding across our region, and we're now creating a job for every £7,500 we invest. This is almost a ten times improvement in cost per job created compared to those made before the Business

Board managed these investments – a remarkable achievement. As we look to the future, the Business Board will make sure we're poised to seize the opportunities of the emerging sectors, by identifying, understanding, and breaking down any barriers to growth that currently exist. Our newly-adopted sector strategies will inform this exciting challenge.

Our investment in Growth Works, our new Business Growth Service, is accelerating the rebound and regrowth of our economy, leading the area out of recession and achieving our ambition of doubling Gross Value Added over 25 years, in a more sustainable, greener, digitally enabled, and inclusive way.

I'm incredibly proud of the Business Board's achievements over the past year, and incredibly excited about the opportunities that are ahead of us. Our mission now is to work with our partners to create an innovation economy that leads to an opportunity society for everyone in our region.

Austen Adams
Chair of the Business Board

Compassion, Co-operation & Community



Since being elected Mayor of Cambridgeshire & Peterborough, and Leader of the Combined Authority, in May 2021, I have been incredibly impressed by the Business Board.

Having stood shoulder to shoulder with businesses throughout the pandemic, the Board are focused on supporting businesses and working collaboratively with a wide range of partners to deliver the strongest possible economic recovery.

That passion is manifested in my mantra; the three Cs of Compassion, Co-operation and Community. These values are at the centre of everything we do. These are not just words; for me they are about creating the conditions for success and how we ensure that our economy both continues to grow and works for the benefit of everyone in Cambridgeshire and Peterborough.

Compassion is about a focus on the areas which for too long have suffered stagnant wages and poor productivity, brought about by low skill levels and situational circumstance.

We are working to reverse the situation, putting skills at the heart of levelling up areas, including in the Fens and Peterborough, raising the aspirations of residents, and at the same time helping local businesses to recruit the staff they need, so they can continue to grow.

Co-operation is about building strong relationships with businesses, local authorities, member organisations and education providers so that together we can bring enterprise, skills and the public sector closer together to support economic growth, increased jobs and greater shared prosperity.

Community is about building more prosperous, more enterprising, better skilled, and more ambitious places, where people and businesses thrive. Our work is about ensuring that growth means something to people and that our communities are stronger, happier and healthier within an economy which is better connected as a result of our projects.

I am very grateful to the Board Members for their tireless work to support our local economy. Collectively their experience, knowledge and support is vast and spans a multitude of sectors. I am incredibly proud that our Business Board is made up of business leaders from every size of business, we are – quite rightly – a broad church.

I am looking forward to working with the Board Members over the next four years to drive inclusive economic prosperity for everyone, in every part of Cambridgeshire & Peterborough.

Mayor Dr Nik Johnson

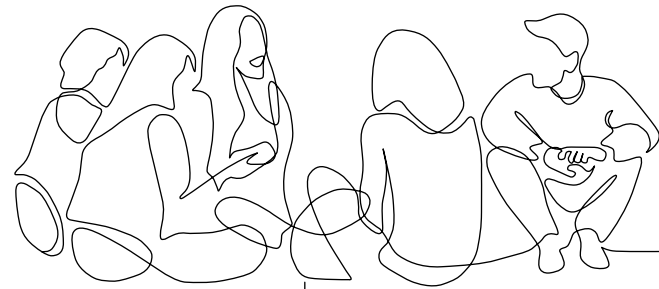


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**LOOKING BACK:
WHAT THE BUSINESS BOARD
DELIVERED IN 2020/21**

Highlights



£50,000,000

89.4% reduction

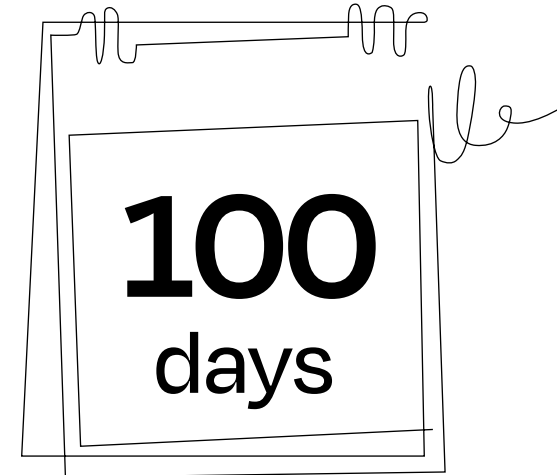
Overhauling our Local Growth Fund

The previous Local Enterprise Partnership was able to create only one job for every £71,000 spent. We've brought a more commercial, impact-focused approach to its management, raising that performance considerably when deploying the remaining £64,941,652 of Local Growth Funding.

By March 2021, we'd reduced the spend per job created to just £7,500 – a saving of 89.4%.

Delivering Peterborough's New University

Through our creative, 'can do' approach, we were able to get Peterborough's new university project moving again after it had been stalled for over two decades. We put together a £50 million build budget for two buildings – and are delighted that ARU Peterborough will open its doors in 2022.



Accelerating inward investment

As part of Growth Works we launched Locate Cambridge, a new, world-class inward investment service. This service will extend our reach into key global markets, to engage and persuade overseas firms to locate into our economy or invest in our strategic projects to improve our employment space, transport, and educational infrastructure.

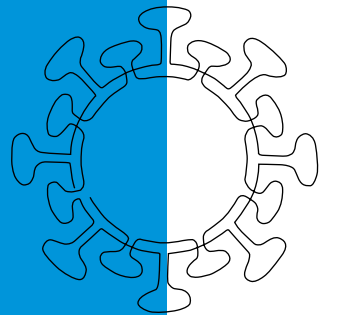
Within just 100 days of launching, the service had already secured commitment from seven inward investors to either invest in the region or expand on existing commitments.

522 existing jobs protected

287 new jobs created

Supporting businesses hit by COVID-19

Our rapid response to the outbreak of the coronavirus pandemic enabled us to invest in the creation of 287 new jobs while protecting a further 522 existing jobs in our region. Our COVID-19 Capital Grant Scheme allocated £5,497,000 of grant funding to 132 businesses. 104 of the smallest businesses in our region also received grant funding from our COVID-19 Micro Grant Scheme.



5,000 better-quality jobs

Transforming our Growth Hub

We delivered on economic development by challenging established thinking on how best to accelerate business growth in a local economy. We devised a financial model to leverage just £2.3 million of Combined Authority revenue with nearly £18 million of other public and private sector contributions. Based on current forecasts, this will deliver over 5,000 better-quality jobs into the places that need them most.



Creating the Anglia Ruskin University Peterborough



Through our creative, 'can do' approach, harnessing our ability to bring others on a journey of change and acceptance, we were able to get a university project that had been stalled for over two decades moving again.

The commercial approach and ability to develop private sector partnerships and business models, brought by the Business Board, enabled the development of a higher impact and more commercially sustainable solution, in just six months.

To solve the impasse between local stakeholders in Further Education, the City Council, community groups and the business community (that had long abandoned the project), the Business Board, working in unison with the Mayor, convened key leaders to help all parties to recognise and accept that the past and current approach had not, and could not succeed, and that a fresh and more commercial and ambitious approach was needed.

To unlock Peterborough's potential, we adopted a more commercial, ambitious approach and successfully attracted in high-quality university and private sector investors, Anglia Ruskin University and Photocentric Ltd (who in 2020 won their third Queen's Award for Innovation).

We put together a £50 million investment for two buildings – firstly a teaching building, focused on health, social care, education, management, finance and law, to overcome the current skills gaps holding back local employers who helped cocreate the University's curriculum to match supply and demand.



The first teaching building, including specialist labs and state-of-the-art teaching spaces, will open its doors to 2,000 students in 2022, with an ambition to offer courses for up to 12,500 by 2030 on the redeveloped Embankment site.

The second building is a Net Zero Innovation Incubator that will build a bottom-up indigenous innovation eco system, creating highly-skilled intensive jobs for graduates.

The building will feature 3,300 sqm of flexible research space over three floors, helping to complete the transformation of the under-utilised Wirrina car park into a green, well landscaped campus, fully accessible to the public.

The centre is a joint venture between the Business Board, Combined Authority and Photocentric. It will link with local industry, fostering collaboration and innovation in a wide range of materials technologies, including 3D printing research, sustainable plastics, and new ways to make batteries.

These are just two of the six phases of development of the Peterborough University & Research Campus that will support the city and its region to realise its potential as a new economic powerhouse.



To unlock Peterborough's potential, we adopted a more commercial, ambitious approach and successfully attracted in high-quality university and private sector investors

Growth Works



Growth coaching



Inward investment



Skills



Grants & funding

Growth Works is a unique programme set to re-energise and strengthen the support offer for businesses, learners and workers across the region.



In the spring of 2021, our transformational Business Growth Service, Growth Works, was launched.

Growth Works is a unique programme set to re-energise and strengthen the support offer for businesses, learners and workers across the region. It's already developed a pipeline of potential start-ups, set-ups and scale-ups that are able to help us achieve place-based, productive and inclusive growth. We provide these firms with an integrated and bespoke support offer package, which is able to meet diverse needs across our portfolio of sectors and sub-economies.

Growth Works is also brokering opportunities to encourage and increase work experience, T level industry placements, traineeships, apprenticeships, and graduate placements, particularly through wider employer engagement plus a new digital talent portal.

As well as providing support to our existing businesses, Growth Works is seizing high-potential inward investment opportunities with existing UK companies outside our region, and global growth companies seeking to open up the UK market to their services.

Businesses are also benefiting from the ability to access Growth Work's Capital Growth Investment Fund. This offers grants, loans and equity investments to firms that need finance to grow, but are struggling to get it from banks and elsewhere.

By integrating all these services into one, our investment in Growth Works will create 5,278 new jobs, 1,400 new apprenticeships, and generate significant internal investment in Cambridgeshire and Peterborough over the next three years.

How Growth Works hit the ground running

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

The grant funding is forecast to create 321 new jobs whilst stimulating £11.18 million in capital expenditure.

We've awarded grants region-wide, across a broad range of sectors, including: automotive, electronics, engineering, financial services, healthcare, hospitality, leisure, manufacturing, retail, and transport.

The value of the grants ranged from £20,000 to £150,000. We assessed applications against criteria that included quantitative value for money and qualitative elements.

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

£2m awarded

32 businesses benefited

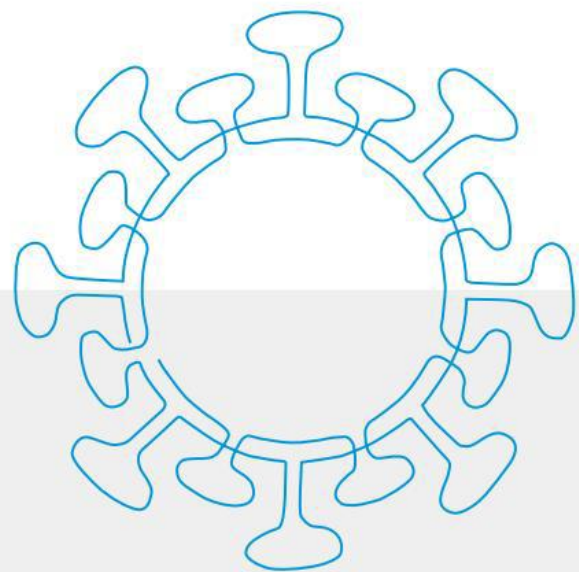
321 jobs forecasted

£11.8m expenditure stimulated



Cambridgeshire and Peterborough Growth Hub

During 2020-21, the Growth Hub has continued to provide support under the umbrella of the Growth Works. It's also offered guidance on COVID-19 resilience and the European Union Exit Transition – including import and export advice, fulfilling the Department for Business, Energy and Industrial Strategy criteria for funding, and delivering their various grant funding schemes. The Growth Hub's transformation to a new Growth Coaching Service has been instrumental in proactively engaging with the highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.



£5,497,000

of grant funding
to 132 businesses

COVID-19 recovery and support

In response to the COVID-19 pandemic, we very quickly devised, established, and launched two grant schemes to assist businesses when they needed it most.

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

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

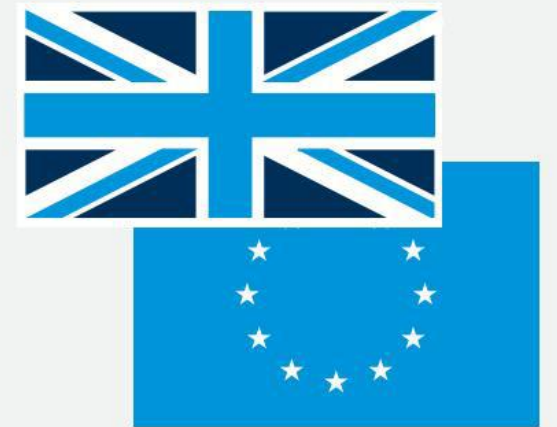
The Micro Capital Grant Scheme paid £479,000 of grant funding to 127 small and medium-sized enterprises, creating and protecting 260 jobs.

The availability of targeted grants has made a real difference, not just to ensuring survival, but to also help lay the foundations for recovery and future growth aspirations.

The European Union exit

Through the Growth Hub, we established a Brexit taskforce, pulling together knowledge and experience from specialist organisations and business advisers across Cambridgeshire and Peterborough. We set up a Brexit advice hub, offering free-to-access support options for local businesses as they prepared for a possible Brexit outcome.

Our team of business experts shared insight into the implications of Brexit for businesses and staff alike, advising on key topics such as the rights of European Union workers, the impact on trade, potential financial consequences, and the documentation that businesses need to have in place. Over 500 companies benefited from the advice and specialist workshops provided through the Growth Hub.



Your Midlife MOT

The Midlife MOT was launched by the Department for Work and Pensions in March 2021 to support those who have suffered a disruption because of COVID-19. We were awarded funding to develop and implement a regional version of the national programme that would encourage people aged 40+ to assess their health, career and finances in mid-life.

The MOT was developed as a digital service to allow the residents of Cambridgeshire and Peterborough to access support as the impact of COVID-19 continues, and as the furlough scheme is removed. The Midlife MOT is an innovative service that not only helps individuals to plan and navigate a complex landscape of career options, health services and financial planning, but it is also suitable for employers to offer their employees.

To raise awareness of the service, we ran a promotional campaign that included radio advertisements, social media assets, targeted SMS messaging, and editorial in the local press. Over 2,500 users were engaged within a 5-week period, and were signposted onto the three project partners – Public Health England, the Money and Pensions Advice Service, and the National Careers Service. Longer-term, we plan for the Midlife MOT website to become part of the Digital Talent Platform within the Growth Works with Skills service. This MOT complements the activities of Growth Works and can be expanded to offer a wider range of services to a demographic often overlooked.

Over the course of the 10-week pilot, our Midlife MOT was accessed by over 35,000 people – a resounding success.

Over the course
of the 10-week
pilot, our Midlife
MOT was accessed
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people.

Growth Funds

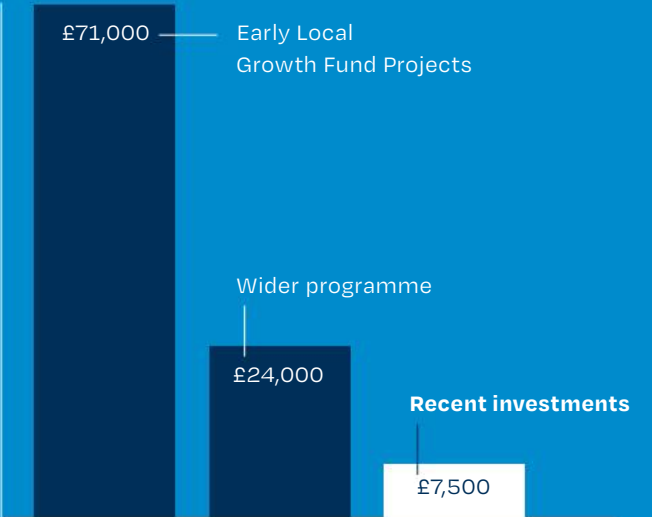
Local Growth Fund (LGF)

The former Greater Cambridge and Greater Peterborough Local Enterprise Partnership was awarded **£71.1 million of Local Growth Fund capital in the 2014 first round of Growth Deals, an additional £38 million in round 2 in 2015, and a further £37.6 million in 2017 in round 3 – a total of £146.7 million.**

Since 2018, we've coordinated awards to Local Growth Fund projects, and under the direction of our board members, the Combined Authority has implemented an outcomes focused approach, setting out clear priorities linked to evidence of outputs deliverability and building in strong evaluation and monitoring processes.

Current forecasts indicate our approach is on track to deliver better outcomes and gain greater value for money for each output.

Looking at cost per job created, the early Local Growth Fund projects awarded by the previous LEP delivered at £71,000. Initial data for the wider programme under stewardship of the Business Board now suggests a much-improved cost per job of around £24,000, and the most recent Local Growth Fund investment by the Business Board is delivering at an average cost per job of just £7,500, which is almost a ten times improvement in cost per job compared to the previous LEP.



HM Government

How do we compare?

Our Local Growth Fund programme of £146.7 million will have leveraged in £328 million from other sources, delivered 4,790 homes and 6,497 new jobs, and created 2,589 apprenticeships at completion.

The South East Midlands Local Enterprise Partnership's Local Growth Fund programme of £265 million levered in £350 million of private investment, delivered 3,442 new jobs, and has enabled 3,693 new homes so far.

The Oxfordshire Local Enterprise Partnership's Local Growth Fund programme of £143 million levered in £817 million of private investment, and has delivered 1,900 new homes and 123 direct jobs, and accommodated 8,100 jobs and 118 apprenticeships.

Getting Building Fund

We recommended Getting Building Funding for approval in October 2020, with two projects supported under the new initiative:

- University of Peterborough Phase 2 Manufacturing and Materials R&D Centre (Photocentric) awarded £14,297,000.
- Peterborough City Council Infrastructure for University Phase 2 (Peterborough City Council) awarded £827,000.

Eastern Agri-Tech Initiative

The Eastern Agri-Tech Growth Initiative is designed to support the development of new and innovative ideas within the Agri-Tech sector.

During the 2020/21 financial year, the Initiative awarded £1,454,445.49 to 27 projects creating 20 new jobs, whilst protecting an additional 12. It also unlocked £2,296,116.49 in match funding to stimulate growth within the Agri-Tech sector.

Thirteen of the projects were awarded funding from the scheme's Growth Fund, which offers grants of between £10,000 and £150,000 to support product development and improve agricultural productivity.

The other 14 were awarded funds from the research, development and prototyping fund. Offering grants of between £10,000 and £60,000, it helps to support the research and development of new products or processes.



Local Economic Recovery Strategy (LERS)

The Economic Recovery Sub-Group, part of the wider Local Resilience Forum, was formed in March 2020 to respond to the economic and business impacts of COVID-19. Made up of senior officers from our local authorities and representatives of local businesses, it committed to developing a joint Local Economic Recovery Strategy (LERS) in November 2020, with further refresh updates undertaken in January and March 2021.

Local Industrial Strategy (LIS)

Historically, growth and especially the quality of growth across our cities and towns has not been inclusive. This has led to high levels of health, wellbeing, and prosperity disparity, with pockets of urban and rural deprivation. The Local Industrial Strategy provides a basis and opportunity to address the inequalities that undermine economic growth and vision, helping to transform our region into a leading place in the world to live, learn and work. We understand that an inclusive growth strategy improving absolute standards of living is vital for the long-term economic sustainability of our economy. As such, it represents a risk mitigation strategy as well as an opportunity.

European Regional Development Fund

The European Regional Development Fund initiative backs projects that help local areas grow by funding investment in innovation, small and medium-sized enterprises, employment and job creation.



- **Approved:** 146 applications.
- **Awarded:** a total of £349,595.82 in grants.
- **Forecast:** 401 protected jobs (with 19 actuals to date).

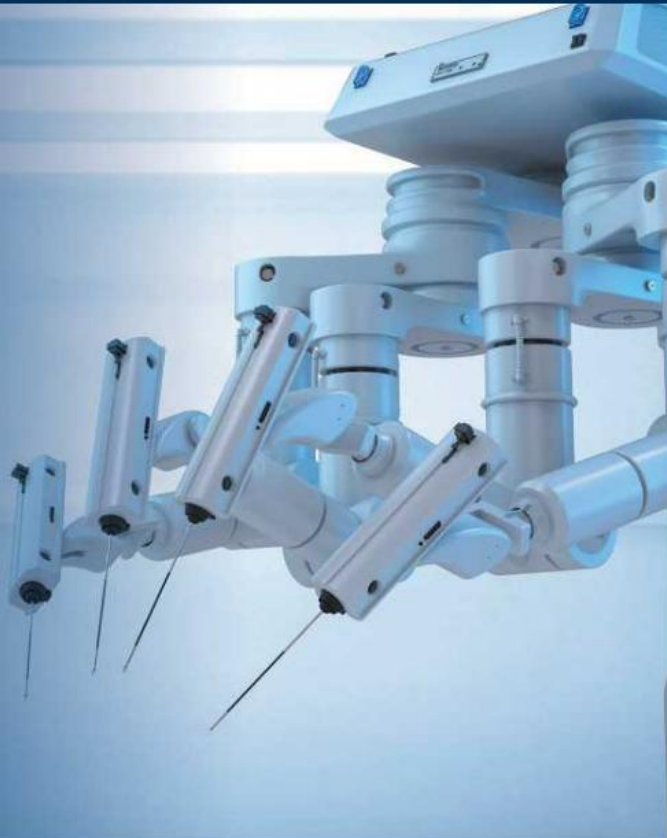
Enterprise Zones

As the Local Enterprise Partnership, the Business Board is responsible for the delivery of two Enterprise Zones across the region – Alconbury Weald Enterprise Campus (2012) and Cambridge Compass Enterprise Zone (2016) which cover six key development sites across the area. Enterprise Zones enable key development sites to flourish by consolidating infrastructure, attracting business, and creating jobs.

All business rates generated by the Enterprise Zones are retained locally for a period of 25 years to reinvest in local economic growth. This enables the Business Board to reinvest in site development and other local initiatives, to deliver long-term, sustainable growth based on cutting-edge technology and enterprise.



All business rates generated by the Enterprise Zones are retained locally for a period of 25 years.



Lancaster Way Business Park, Ely

Alconbury Weald Enterprise Campus

Location: Huntingdonshire
Owner/Developer: Urban & Civic

50 hectares of Enterprise Zone (EZ) designated employment land with over 100,000 sqm of employment space developed to date and creating over 900 new jobs.

Cambridge Research Park, Waterbeach

Location: South Cambridgeshire
Owner: Royal London
Developer: XLB Property

7 hectares of EZ designated employment land with over 17,500 sqm floorspace developed (with a further 28,000 sqm in planning) to date and creating over 750 new jobs.

Lancaster Way Business Park, Ely

Location: East Cambridgeshire
Owner/Developer: Grovemere Property

40 hectares of EZ designated employment land, with over 35,000 sqm floorspace developed to date and creating over 800 new jobs.

Northstowe, Phase 1

Location: South Cambridgeshire
Owner: South Cambridgeshire District Council

5 hectares of EZ designated employment land recently acquired by South Cambridgeshire District Council with detailed plans for the development of Enterprise Zone land (and local centre) to bring forward 1,580 sqm of new commercial floorspace from 2021/22.

Cambourne Business Park

Location: South Cambridgeshire
Owner: South Cambridgeshire District Council

4,600 sqm of employment land on Cam North and 5,000 sqm on Cam South recently acquired by South Cambridgeshire District Council to accelerate development on site from 2021/22.

Haverhill Research Park

Location: Suffolk
Owner/Developer: Jaynic Property

4 hectares of EZ designated employment land with new 3,000 sqm Epicentre (innovation incubator) creating 2,792 sqm of managed workspace and 140 new jobs.

Case studies

1 Stainless Metalcraft

2 Soham Centre

3 The EpiCentre

4 Deanta Doors

5 OAL

6 Construction Hub

7 Anglian Water

1

METALCRAFT TRAINING SCHOOL

Business Board Member, Nitin Patel, visited Stainless Metalcraft in the Fenland town of Chatteris to find out more about how one of the region's flagship advanced manufacturing companies is ensuring it has the skills it needs to thrive.

The Combined Authority and Business Board has a long-term ambition to create an advanced manufacturing innovation launchpad in Chatteris, aligned with the aim of the Combined Authority's Local Industrial Strategy to promote growth in the sector.

New Stainless Metalcraft training school gets planning permission

A key investment is a £3.16 million Local Growth Fund grant to develop a new training school at the Metalcraft site, which will provide skills for a new generation of between 80 and 130 apprentices per year. The aim is to help them secure good careers in the industry and some will be recruited by Metalcraft directly. Work has begun on the site and the occasion was marked with a 'spade in the ground' event.



From left: Cllr Chris Boden, Leader of Fenland District Council, Steve Barclay, MP for North East Cambridgeshire and Mayor Dr Nik Johnson



The facility will both tackle skills gaps in the region and support companies like Metalcraft to continue to grow, attract new investment, create jobs and ultimately level up the economy and life chances of local people. The school is planned to be completed in spring 2022.

On his tour, Mr Patel heard about the importance of the existing Metalcraft apprenticeship programme in developing people with the right skills to keep pushing the company forward. Almost half of its current employees have been trained by Metalcraft. This included Martin Lawrence, Metalcraft's commercial director, who himself started as an apprentice, and was showing Mr Patel around.

With the company celebrating 100 years of training apprentices in 2016, Metalcraft has a rich history of bringing forward new talent.

Mr Patel, who has a background in manufacturing and innovation, and currently works as a consultant and lecturer on business transformation said: 'Stainless Metalcraft would not be able to survive in the globally competitive world of advanced manufacturing if it didn't invest in excellence.

'Bringing through the next generation is always on their mind and their exceptional commitment to training and apprenticeships is a big part of their success story.

'The support from the Business Board to develop the new training school will help build on that heritage of developing skills. This will be vital to attracting more investment and creating more jobs in one of our priority economic sectors.'

2

EASTERN
AGRITech
INNOVATION HUB

Soham Centre nurturing pioneering agri-tech companies

Chair of the Cambridgeshire & Peterborough Combined Authority Business Board Austen Adams visited a newly upgraded business innovation centre to find out how it is supporting more commercial and job opportunities in agricultural technology and science.

Mr Adams was shown around the new £1.25 million facilities at the Eastern AgriTech Innovation Hub in Soham, to find out more about some of the exciting businesses based there and how the new facilities are helping them to grow.

£625,000 of the funding for the upgrades was provided by the Business Board through a Local Growth Fund grant. The Hub is run by crop research organisation NIAB and

is a base for small and medium sized enterprises and start-ups involved in both waste reduction and improving the value of waste products in the food and crop supply chain.

The upgraded facilities include new polytunnels, a glasshouse, heat pump, sustainable water-use facilities and a 33KW solar farm installed on the site. Those green technologies, alongside the business focussed on reducing waste, will support the National Farmers' Union's net zero carbon goal for agriculture by 2040.

Mr Adams heard how the hub, which opened in 2015, works closely with local farmers to ensure innovations are aligned with what agriculture wants and needs. The facility offers new start-ups not just lab and office

space, but also access to fields and farm machinery to allow pilot testing and the better commercialisation of ideas.

An example of a business growing with support of the Hub is Agrigrub. It uses waste fruit and vegetables that would otherwise end up in landfill as feed for black soldier fly larvae. Cambond, is developing a carbon neutral bio-resin adhesive from waste from the brewing industry.

NIAB's Dr Lydia Smith, who manages the Eastern AgriTech Innovation Hub said:

'It's vital for our current, and future, licensees that investment was made in the site and we're incredibly grateful for the Cambridgeshire and Peterborough Combined Authority Business Board's support and funding.

'These emerging companies need a sustainable infrastructure to grow and create their products.

'We're confident the improvements in the Eastern AgriTech Innovation Hub will allow SMEs to grow and prosper in the waste valorisation sector.

'It was a pleasure to show Austen around the Hub, including how the new and improved facilities are already starting to benefit our licensees.'

These emerging companies need a sustainable infrastructure to grow and create their products

3

THE
EPICENTRE,
HAVERHILL

'An exciting launchpad': Haverhill's The EpiCentre pays dividends for local economy



Our investment into a flexible, modern business centre for entrepreneurs and growing enterprises is already paying off, as it supports growth and jobs in the local economy just nine months after its launch.

Our vice chair, Professor Andy Neely, visited The EpiCentre in Haverhill to take a tour of the modern, flexible suite of workspaces and see how they're being used by local businesses.

The centre was built with support from £2.7 million of Local Growth Fund investment from the Business Board, and a loan of £3.5 million by West Suffolk Council. The aim was to support small and medium-sized enterprises (SMEs) to grow and deliver jobs for local people.

The four-storey centre launched in early November 2020 and is located at Haverhill Research Park, off the A1307. The location is seen as a gateway to East Anglia and accessible to Cambridgeshire, Suffolk and Essex.

The EpiCentre offers a range of office space, hot desking and co-working options, all designed to help businesses launch or expand quickly and easily. There are also ground-floor labs that provide space for companies, including the life sciences sector, for which the region has global renown. CodiKoat are using the centre's Tissues Culture Lab to develop pioneering anti-viral technology which has been ISO accredited following a trial in the London Opera House.

Cross-industry collaboration

The centre aims to support collaboration between businesses, fostering innovation and growth, building on the ingredients that have made Greater Cambridge and its surrounds a nationally important and dynamic subregional economy. The EpiCentre also offers access to business advice and helps open up networks with other companies and investors.

Professor Neely, who is also Pro-Vice-Chancellor for Enterprise and Business Relations at the University of Cambridge, said: 'It was fantastic to see the diversity of companies operating from this impressive space.

'What struck me was the energy and enthusiasm of the innovative and growing businesses and the space felt like an exciting launchpad for their futures.

'With the building launching during a pandemic, a key aspect of the success so far has been the flexibility of its offering. The EpiCentre has helped growing SMEs in a turbulent period to find space to adapt and scale.

'This has been a very positive start and I would love to be able to fast forward 12 or 24 months to see how The EpiCentre develops as it has a really promising future.'

What struck me was the energy and enthusiasm of the innovative and growing businesses

4

DEANTA DOORS



'A win-win situation for everyone': Growth Works grant to create 25 new jobs for Deanta Doors

The Managing Director of one of the UK's leading internal door manufacturers has revealed how a grant from Growth Works will help the business create new jobs as part of its ambitious growth plans.

Deanta, based in Ely, has received a £150,000 grant through the Growth Works capital grant programme. The investment comes at an exciting time for the company, who are forecast to create up to 25 new jobs over the next 12 months.

Mike O'Toole, Deanta's Managing Director, said the jobs would be created across all areas of the growing business, which is situated on Ely's Lancaster Way Business Park.

Scaling up

Mr O'Toole said: 'The business is currently in a massive growth phase, and we are continuing to scale and invest as part of our plans for the next 5 years.'

'The grant will help us with realising our plans to create new jobs across all areas of the business at what is a really exciting time to be joining Deanta.'

The grant is one of 32 issued to businesses across Cambridgeshire and Peterborough by Growth Works, with a total of £2,025,000 being allocated in grants ranging from £20,000 to £150,000.

A smooth application process

Mr O'Toole added he was impressed by how efficient and effective the application process was from start to finish.

He said: 'Everyone I have dealt with at Growth Works has actually been putting me under pressure and that's the first time that has ever happened. Usually with these kinds of applications I am the one doing the chasing.'

'Growth Works came out and made it very clear what they were looking for and the grant criteria, which made the whole process incredibly transparent.'

'Being so clear from the first contact saved us a lot of time and the application form was very quick.'

Nigel Parkinson, Chairman of the Cambridgeshire and Peterborough Business Growth Company, was delighted to learn how Deanta would use the funding to continue its strong growth.

He said: 'Our grant award to Deanta is a great example of how Growth Works can provide businesses with additional funding to accelerate their growth plans.'

'The business wants to grow, has grown significantly over recent years, and is committed to the region; it's a win-win situation for everyone.'

5

OAL
DIGITISATION

The grant helped the business to accelerate significantly.

In mid-2020, as the UK remained in lockdown, we awarded Peterborough-based robotics experts OAL a COVID-19 Capital Grant of around £48,000 to digitise their operations.

The grant helped the business to accelerate significantly, and OAL are now working smarter, faster, and more productively.

Streamlining for success

OAL was able to make the most of the quieter period at the height of lockdown to streamline operations and take advantage of new technologies. This brought a welcome end to the old systems generating up to 14 square metres of paperwork, and a goodbye to the non-integrated software that had made it difficult for teams to work collaboratively.

'Extraordinarily important for our business': COVID-19 Capital Grant transforms Peterborough robotics firm



Pods for productivity

The digitisation comes with 14 new, fully-equipped pods for staff to work in. Building work for the new pods and the setting up of the new equipment has been very cost-effective. For example, using local contractors, prefabricated panels, Amazon Alexa hubs and Microsoft Teams software slashed the cost of a typical refit and overhaul significantly – and OAL ended up achieving double the number of pods originally envisioned with the grant money.

Each pod is self-sufficient, with its own ventilation, lights and screens. Its occupant can work in a quiet, productive environment, and easily collaborate with colleagues and customers through video calls and shared documents.

The pods also allow people to work in two-metre spaces, in accordance with the latest public health guidelines.

Beforehand, the original open plan office environment created too many distractions, and meetings were not always as productive as they could have been.

'Adversity does create opportunity'

Harry Norman, Managing Director, OAL said:

'This grant has been extraordinarily important for the future of our business. People are now doing in two hours what might have taken them all day to do before. We're estimating productivity gains of about 20% within our business.'

'Adversity does create opportunity and COVID-19 has given us time to reflect. We had too much paperwork and our systems held back our potential to work more effectively as a team. The more we rolled out this technology, the more we wished we'd done it sooner.'

6

CAMBRIDGE
REGIONAL
COLLEGE
CONSTRUCTION HUB

We've funded a major new development to create a state-of-the-art Construction Hub at the Cambridge Regional College Huntingdon Campus.

The Hub is designed to support construction skills development in the region, and therefore the growing job market in the sector.

Addressing skills shortages

Cambridge Regional College is the largest provider of construction training in the area, and the new Huntingdon campus development will address high levels of skills shortages in occupational areas including

'A key enabler of further economic development': state-of-the-art

Construction Hub funded by Business Board nearly ready to go

construction, electrical, brickwork and carpentry – all of which will be catered for in the new facility.

The Hub will see a further 180 people trained each year, including school leavers, adults, and apprentices. This facility will also see the creation of nine direct employment opportunities at Cambridge Regional College.

The final stages of the project are set for completion in September 2021. By then, we anticipate the Hub will already be welcoming a greater number of students starting in the 21/22 academic year, through its increased capacity.

Perfect timing

Principal Mark Robertson said, 'We are delighted that the new training facilities at our Huntingdon campus will provide industry standard training for many more people to develop the skills they need for good jobs in the construction industry. With the construction sector booming in the region, this is the perfect time for students to gain the skills that will give them great employment opportunities.'

This development has come at a time of high demand, with a 2018 Construction Industry Training Board study identifying Huntingdon as the location for the largest percentage of the Combined Authority's 9,000 construction employers, accounting for 12% of all firms, many of which are small to medium enterprises.

With further data suggesting a shortage of around 15,000 skilled people in the Eastern region, and 47% of all vacancies in the construction industry remaining unfilled due to skills shortages, the Construction Hub is identified as a key enabler of further economic development in the Cambridgeshire and Peterborough Independent Economic Review (CPEIR) and Local Industrial Strategy (LIS).'



7

ANGLIAN
WATER

Committed to community: Anglian Water upskilling workers and learners since 2013

Through our contract with the Careers & Enterprise Company, the Business Board and the Combined Authority are tasked with engaging with all state secondary, special schools and alternative provision to support the delivery of careers programmes.

Fenland and East Cambridgeshire are designated Opportunity Areas, set up by Central Government to boost social mobility. As part of our programme, a group of Cornerstone Employers take on additional responsibilities in schools to develop strong career programmes.

Anglian Water are one of our Cornerstone employers working to make a positive difference within the communities they work. They've committed to focus on a small number of locations in our region and give them the time and dedication needed to deliver valuable change.

Starting in Wisbech, alongside their Alliance partners, and with the help of Business in the Community, Anglian Water seconded a project manager into the town in 2013. Eight years on, that project manager is still there and Anglian Water has developed a remarkable partnership with Fenland District Council, the Business Board and Combined Authority, Cambridgeshire County Council, the town's schools and colleges, and the local community.

Nurturing young minds

Anglian Water began working with Thomas Clarkson Academy in 2013, supporting assemblies and careers talks. It's since developed a varied programme, ranging from providing whole year group STEM-focused days for year 7, 8, 9, and 10 students, to holding mock interviews and digital solutions Insight Work Experience days for year 12 students. It's developed a close working relationship with the career lead at the academy and held an insight afternoon for all the school's staff to explore curriculum links.

Working closely with Thomas Clarkson Academy, Anglian Water has supported over 1,600 students, and in total

has helped more than 5,000 young people across the town. With its Alliance partners, it's also developed new courses at the College of West Anglia which feed directly into its apprenticeship programmes, to broaden students' understanding of career opportunities and improve transferable skills.

Transforming Wisbech Garden Town

Anglian Water's desire to deliver place-based regeneration goes beyond the education sector. Working with ourselves and Fenland District Council, it's helped build a transformational vision for the Wisbech Garden Town. This vision looks at the regeneration of Wisbech, improving transport links to the surrounding area, including Cambridge, by reconnecting the town to the rail network.

Now, Anglian Water works with other stakeholders to unlock the potential of the surrounding area, by managing water in a more integrated way across the Fens – which is vital in our battle against climate change and to secure water supplies for the future. Called Future Fens: Integrated Adaptation, we hope the initiative will become an international exemplar of what can be achieved.



Anglian Water are one of our Cornerstone employers working to make a positive difference within the communities they work.

Looking forward

WHAT THE BUSINESS BOARD
WILL DELIVER IN 2021-22



Anglia Ruskin University (ARU) Peterborough

Anglia Ruskin University (ARU) Peterborough Phase 3

This £28 million, third phase of development comprises £20 million from the Levelling Up Fund (subject to Government approval) and £8 million from ARU, CPCA and Peterborough City Council (PCC), to create the second teaching building (the Living Lab) and a University Quarter Cultural Hub.

University Quarter Cultural Hub

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

Living Lab

The Living Lab is at the heart of Phase 3. It will be an open, interactive science lab and education space, designed to creatively engage people (especially young people) in science and technology. Broadening Peterborough's cultural offering, it will provide a window into the city's net zero future through events, exhibitions and flexible learning, including festivals of ideas, immersive displays, hackathons, forums and evening classes.

We expect Phase 3 to be completed and delivered by September 2024.



Mayor Dr Nik Johnson (right) on the ARU Peterborough construction site



The Quarter will connect museums, theatres, libraries and sports facilities through regenerated open green space, pedestrian areas and cycle paths.



Business Support: Growth Works

Growth Works will build on its very successful start as it helps businesses supercharge their growth, creating opportunities right across the Cambridgeshire and Peterborough region.



Growth Works will accelerate start-ups, scale-ups & set-ups within our economy, helping to achieve our ambition of doubling GVA over 25 years, in a way that is more sustainable, greener, digitally enabled, and inclusive.

Austen Adams
Business Board Chair

Working with partners

The Growth Works Team are committed to listening to and working with the many stakeholders and providers across the region to ensure we work as closely and strongly as possible. The team, together with the Business Board, are working to complement the existing organisations and providers to support businesses to bounce back and grow again post Covid. Keeping the co-operative spirit within our delivery team and the business support ecosystem is key to delivering the programmes outcomes, efficiently and effectively.

The programme will ensure that while Growth Works are here to accelerate high growth SMEs through coaching, funding for strategic support and investment, they will also ensure every business who wants support will receive access to coaching resources.

What we'll do

Almost 1,000 businesses will have received a business diagnostic and support with a business growth product.

Support over 150 businesses on their growth coaching journey in 2021.

200 learning outcomes for the region.

An initial 50 additional apprenticeships created out of 1,400 across the life of the project.

Secure and keep at least one large inward investment project for the region and make sure Cambridge exceeds last year's number (12).

How we'll do it

Operational efficiency.

Introduce company-level account management. A shift from individual contracts to Group Company account management will create a business relationship management approach rather than individual contact.

Integrate Companies House API with HubSpot to enable greater information for client segmentation, status and reporting.

Introduce Anti Money Laundering/Know Your Customer assessment for CPCA business services, to provide reasonable checks on the counterparties and stakeholders Growth Works and CPCA work with.

Introduce online programme reporting, providing transparency on performance, programme delivery and qualitative outcomes for the Combined Authority and key stakeholders.

Bring to life an annual calendar of events to help businesses understand how to find the talent they need to grow.

Careers Hub



A new Careers Hub will help young people in Cambridgeshire and Peterborough into good careers by connecting local employers, schools, and colleges, to support better careers education.

The Hub, which will start in September 2021, will also help young people actively engage with local businesses to inform their future choices.

The funding of just under £200,000 comes from the Careers and Enterprise Company (CEC), a subsidiary of the Department for Education. The Business Board and Combined Authority already have a contract with the CEC for the delivery of the Enterprise Advisor Network (EAN), which has been in place since 2018. The EAN delivers the same linkages between employers, schools and colleges, but the funding for the Careers Hub will be greater, allowing for a better service for young people.

The Careers Hub will initially incorporate 30 schools and colleges, including four Special Educational Needs and Disabilities (SEND) schools, and one Alternative Provision (AP) provider from across the region for the academic year of 2021/22. Schools in the government-

designated Fenland and East Cambridgeshire Opportunity Area are prioritised by the CEC funding. The core aim of the Opportunity Area is to improve education standards, whilst also raising aspiration and helping young people access good careers.

The Business Board and the Combined Authority plans to apply for a second Careers Hub in the 2022/23 academic year, so all 72 schools and colleges in the Combined Authority area can join.

Support schools can receive includes a 'Strategic Hub Lead' to help co-ordinate activity and build networks and access to bursaries for

individual schools and colleges to train Careers Leaders.

Employers will also be encouraged to become Cornerstone Employers – champions who encourage new businesses in the area to get involved in supporting schools and colleges, as well as encouraging their own staff to become volunteer Enterprise Advisers. Existing Cornerstone Employers are already supporting schools in the region.

Data from the first wave of Careers Hubs in other parts of the county shows that schools and colleges outperformed the national average of all aspects of careers education.



The Hub, which will start in September 2021, will also help young people actively engage with local businesses to inform their future choices.



The portal helps young people and careers advisors to understand the types of roles currently in demand.

Labour Market Information

In February 2021, we launched a new Labour Market Information (LMI) Portal, providing high quality, reliable labour market information to two main audiences – learners making decisions about their future careers, and leaders looking for a better understanding of our region's labour market.

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

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



£1m

Unlock with Level 3 Campaign

In 2021, the Cambridgeshire and Peterborough Combined Authority were awarded £1 million to deliver free Level 3 courses for adults across the region.

The funding from the Department for Education (DfE) has been delegated to Mayoral Combined Authorities as part of the government's Lifetime Skills Guarantee, and will deliver free first Level 3 courses for adults aged 24+. At the moment, learners aged 24 and over must either self-fund, take out an Advanced Learner Loan, or finance their learning through employer sponsorship.

Throughout summer and autumn 2021, we'll be working with the Combined Authority's Adult Education Team to launch a campaign to raise awareness of the new, fully-funded Level 3 courses available to learners across the region.

The joint 'Unlock with Level 3' campaign will not only encourage potential learners to use the new funding to upskill, but will also highlight the benefits that gaining a Level 3 qualification could have on their future employment prospects.

It should generate a pipeline of potential learners who are eligible for fully-funded Level 3 courses. We'll share learners' data with our providers to enact enrolment.

Employment & Skills Strategy



We've achieved many of the actions in the Skills Strategy, and others are nearing completion. Given the fast-moving pace of the skills requirements in a post COVID-19 world and the evolution of the Local Economic Recovery Strategy, we'll be refreshing the Employment and Skills Strategy for publication in late 2021.



Shifting the economy by 2050 will lead to significant changes in jobs and skills requirements.

It will contain the strategic vision for post-16 education through to higher-level skills, becoming the blueprint for supporting both learners to upskill, and businesses to find the skills they need.

The CPCA's refreshed Skills Strategy will identify Green Skills as a cross-cutting theme throughout, making the skills required for Net Zero a priority for investment of future education budgets that are devolved or delegated, such as the Lifetime Skills Guarantee and the Adult Education Budget. It could provide significant opportunities to upskill and reskill CPCA residents in Green Skills and jobs that are in demand and better paid, improving prosperity in the region. Local colleges are already developing Green Skills Academy ideas to address the skills needs of this emerging sector.

West Suffolk College continues to work with manufacturers of air source heat pumps to provide staff training and equipment to enable the upskilling of employed plumbing and heating engineers. Courses will also be developed to upskill and retrain unemployed adults, along with the introduction of a new renewables pathway within the Apprenticeship Standard for plumbing. The Sustainability Academy within the College is providing high quality Institute of Environmental Management and Assessment-accredited sustainability courses to businesses across the region to help with planning a net zero future.

Shifting the economy by 2050 will lead to significant changes in jobs and skills requirements. These changes translate to new skill sets, updates of curricula and new qualifications. In turn, we'll need to upskill, reskill and train residents to make sure businesses and the economy have the right skills to support this transition.

Local Skills Report

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

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

Local Economic Recovery Strategy (LERS)

The Local Economic Recovery Strategy is a live and evolving strategic document which lays down a roadmap of specific interventions aimed at accelerating the recovery of our local economy.

Through our parallel programme of COVID-19 insight work, we'll gain further understanding so we can better prioritise our interventions to target support towards affected groups at the right time, so we accelerate the rebound of our local economy.

This will lay the foundation on which to grow the local economy on (and beyond) our original growth plans, including the Local Industrial Strategy.

Sector Strategies



Digital



Life Sciences



Advanced Manufacturing and Materials



Agri-Tech

The Combined Authority has agreed to focus on key sectors when developing strategy documents.

We've recently completed a refresh of existing sector strategies, and we're due to complete the outstanding Agri-Tech strategy by November 2021. These enable us to focus on the priority areas for growth over the next year, and will be used to support future funding applications to central government.



Business Board Member, Al Kingsley at Aerotron, Chatteris



Business Board Member, Aamir Khalid at
TeraView, Cambridge



Business Board Member, Nitin Patel
at Metalcraft, Chatteris



Business Board Member, Faye Holland at Chilford Hall, Cambridge



NIAB's Dr Lydia Smith who manages the Eastern
Agri-Tech Innovation Hub, Soham



Al Kingsley at Aerotron, Chatteris



Professor Xiaobin Zhao, CEO, Cambond based at
the Eastern Agri-Tech Innovation Hub, Soham



Al Kingsley at Aerotron, Chatteris



Business Board Vice-Chair, Professor Andy Neely
at The EpiCentre, Haverhill



Business Board Forward Plan

Edited 28th October 2021

Business Board Meeting – 8th November 2021 (Public meeting)

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 14 th September 2021	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – November 2021 & Project Change Request	Combined Authority Board	24 th November 2021	Decision	To monitor and review programme performance, evaluation, outcomes and risks. To approve a Project Change Request for the Manufacturing & Materials R&D Centre (University of Peterborough Phase 2).	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Agri-Tech Sector Strategy	Combined Authority Board	24 th November 2021	Decision	To approve and adopt the Agri-Tech Sector Strategy/Action Plan for Cambridgeshire & Peterborough.	<i>Martin Lutman, Agri-Tech Sector Specialist</i>	Chair
5.	Business Board Annual Report	Combined Authority Board	24 th November 2021		To note the Business Board Annual Report 2020-2021.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
6.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 10th January 2022

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 8 th November 2021	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – January 2022	Combined Authority Board	26 th January 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Community Renewal Fund (CRF) Bids Update	Combined Authority Board	26 th January 2022		To update members on the outcome of the submission of bids to the CRF.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
5.	Growth Works Inward Investment Service – request for recycled Local Growth Funds	Combined Authority Board	26 th January 2022	Decision	To approve the use of recycled Local Growth Funds to be reinvested into the Inward Investment Service line within the Growth Works contract.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
6.	Growth Works Management Review – January 2022	Combined Authority Board	26 th January 2022		To monitor and review programme delivery and performance.	<i>Nigel Parkinson, Growth Co Chair</i>	Chair
7.	Economic & Skills Insight Report	Business Board			To note the Economic and Skills Insight Report.	<i>Alan Downton, Interim Programme Manager</i>	Chair

8.	Business Board Appointments	Combined Authority Board	26 th January 2022	Decision	To confirm the appointment of new Business Board members.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
9.	Adult Education Budget – Delivery outcomes and impact	Business Board			To present a review of the CPCA's performance in improving delivery of Adult Education.	<i>Parminder Singh Garcha, SRO Adult Education</i>	Chair
10.	Combined Authority Implications of the LEP Review	Combined Authority Board	26 th January 2022		To note the outcomes of Government's national LEP Review.	<i>John T Hill, Director, Business & Skills</i>	Chair
11.	Local Assurance Framework	Combined Authority Board	26 th January 2022		To approve the review of the Local Assurance Framework.	<i>Reena Roojam, Lawyer & Domenico Cirillo Business Programmes & Business Board Manager</i>	Chair
12.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 14th March 2022

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 10 th January 2022	Business Board			To approve the minutes of the last meeting as a correct record.		

2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – March 2022	Combined Authority Board	30 th March 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Business and Skills Strategy	Combined Authority Board	30 th March 2022		To approve the draft Business & Skills Strategy.	<i>Alan Downton, Interim Programme Manager</i>	Chair
5.	Digital Sector Strategy	Combined Authority Board	30 th March 2022		To approve and adopt the Digital Sector Strategy for Cambridgeshire & Peterborough.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
6.	Business Board Performance Assessment and Evaluation Report	Business Board			To present the final report following the performance assessment of the Board.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
7.	Enterprise Zones Programme Update	Combined Authority Board	30 th March 2022		To provide members with an update on the Enterprise Zones Programme.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
8.	Opportunities to Develop the Greater South East Energy Hub	Business Board			To note the opportunities for a green manufacturing supply chain and skills requirements.	<i>Alan Downton, Interim Programme Manager</i>	Chair
9.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 9 th May 2022							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 14 th March 2022	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Vanessa Ainsworth, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – May 2022	Combined Authority Board	25 th May 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Growth Works Management Review – May 2022	Business Board			To monitor and review programme delivery and performance.	<i>Nigel Parkinson, Growth Co Chair</i>	Chair
5.	Economic & Skills Insight Report	Business Board			To note the Economic and Skills Insight Report.	<i>Alan Downton, Interim Programme Manager</i>	Chair
6.	Digital Skills Bootcamps Evaluation	Business Board			To share the evaluation data with the Business Board to inform future work.	<i>Fliss Miller – SRO Workforce Skills</i>	Chair

7.	Nomination of Business Board Representatives for the Combined Authority Board	Combined Authority Board	25 th May 2022		To nominate the Chair and Vice-Chair to be a member and substitute member of the Combined Authority Board for the municipal year 2022/23.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
8.	Business Board Annual Report and Delivery Plan	Combined Authority Board	25 th May 2022		To approve the Business Board Annual Report for 2021-22 and Annual Delivery Plan for 2022-23.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
9.	Business Board Expenses and Allowances 2021-22	Business Board			To report on the remuneration and expenses paid to private sector members for 2021-22 under the Business Board Expenses and Allowances Scheme.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
10.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

SUBMIT YOUR COMMENTS OR QUERIES TO BUSINESS BOARD

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

.....

Tel:

Email:

Who would you like to respond?