



OVERVIEW & SCRUTINY COMMITTEE

Date: Monday, 22 March 2021

Democratic Services

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

11:00 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Virtual Meeting
[Venue Address]

AGENDA

Open to Public and Press

1 Apologies for Absence

2 Declarations of Interest

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests.

3 Minutes of the Previous Meeting

To approve the minutes of the meeting held on 22nd February 2021

O&S Draft Minutes 220221

1 - 11

4 Public Questions

Arrangements for public questions can be viewed in Chapter 5, Paragraphs 18 to 18.16 of the Constitution which can be viewed here - [Constitution](#)

As item 5 - Interim Report for Independent Commission on Climate Change will not be available until the 15th March the Chair has waived the Standing Order for Public Questions to be submitted 3 clear working days before the meeting. Public Questions should be received by Friday 19th March for this meeting.

- | | | |
|-----------|--|------------------|
| 5 | Independent Commission on Climate Change - Interim Report | |
| | The Independent Commission on Climate Change Interim Report can be accessed here:
CLIMATE COMMISSION REPORT_Final.pdf
(hubspotusercontent40.net) | |
| | Baroness Brown will be in attendance. | |
| 6 | Covid-19 Update | 12 - 80 |
| 7 | CAM Task and Finish Group Report | 81 - 84 |
| 8 | Project Register | 85 - 88 |
| 9 | Combined Authority Board Agenda | |
| | Review the Combined Authority Board Agenda due to be published on the 16th March 2021. | |
| 10 | Lead Members Report | 89 - 94 |
| 11 | Combined Authority Forward Plan | |
| | Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the committee on any areas of interest.
Forward Plan - 11 March 2021 | 95 - 137 |
| 12 | Review O&S Arrangements - CfGS Proposal | 138 - 142 |
| 13 | Date of next meeting: | |
| | Monday, 28th June 2021 at 11.00 a.m. via the Zoom platform | |

The Overview & Scrutiny Committee comprises the following members:

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

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

Councillor Grenville Chamberlain

Councillor Andy Coles

Councillor David Connor

Councillor Stephen Corney

Councillor Mike Davey

Councillor Lorna Dupre

Councillor Peter Fane

Councillor Markus Gehring

Councillor Anne Hay

Councillor Patricia Ann Jordan

Councillor Alex Miscandlon

Councillor Ed Murphy

Councillor Jocelyne Scutt

Councillor Alan Sharp

Clerk Name:	Anne Gardiner
Clerk Telephone:	
Clerk Email:	anne.gardiner@cambridgeshirepeterborough-ca.gov.uk



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – OVERVIEW AND SCRUTINY COMMITTEE

DRAFT MINUTES

Date: Monday, 22 February 2021

Time: 11.00 a.m.

Location: Virtual Meeting via the Zoom Platform

Present:

Cllr M Humphrey	Huntingdonshire District Council
Cllr S Corney	Huntingdonshire District Council
Cllr L Dupre (Chair)	East Cambridgeshire District Council
Cllr A Sharp	East Cambridgeshire District Council
Cllr M Gehring	Cambridge City Council
Cllr M Davey	Cambridge City Council
Cllr J Scutt	Cambridgeshire County Council
Cllr D Connor	Cambridgeshire County Council
Cllr A Coles	Peterborough City Council
Cllr E Murphy	Peterborough City Council
Cllr A Miscandlon	Fenland District Council
Cllr A Hay	Fenland District Council
Cllr P Fane	South Cambridgeshire District Council
Cllr G Chamberlain	South Cambridgeshire District Council

Officers:

Robert Parkin	Chief Legal and Monitoring Officer, Combined Authority
Paul Raynes	Director for Delivery and Strategy
John T Hill	Director for Business and Skills
Rochelle Tapping	Deputy Monitoring Officer
Domenico Cirillo	Business Programmes & Business Board Manager
Anne Gardiner	Scrutiny Officer

1. Apologies for Absence

- 1.1 Apologies were received from: Cllr P Jordan, substituted by Cllr M Humphreys.
- 1.2 The Scrutiny Officer conducted the roll-call of Committee attendees.

2. Declarations of Interest

- 2.1 No declarations of interest were made.

3. Minutes of the Previous Meeting

- 3.1 The minutes of the previous meeting held on Monday 25th January 2021 were agreed as an accurate record.

4. Public Questions

- 4.1 There were no public questions.

5. Director for Delivery and Strategy

- 5.1 The Committee welcomed the Director for Delivery and Strategy.
- 5.2 Committee members had submitted questions prior to the meeting (Appendix 1) with responses provided.

The following points were raised during the follow up discussion:-

- 5.3 The Director was hopeful that following the government budget announcement next week the bus strategy would come forward and advised that there were good conversations ongoing at the ministerial level around the bus strategy.
- 5.4 In regard to East West Rail the guidance stated that response to proposals should be expected in the Spring.
- 5.5 In response to a question on zero carbon emissions and the impact of developing infrastructure schemes the Director advised that the Combined Authority would respond to what the Climate Change Commission reported in their report next month around tier two emissions and that in regard to ensuring partner organisations adhered to any recommendations from that report; the Local Transport Plan was the policy framework set by the Combined Authority as the transport authority for the area and therefore all partners would be working and delivering to that plan.
- 5.6 In response to a question around the strategic position of the Combined Authority and the supply of renewable energies such as electric charging points and hydrogen provision the committee were advised that there had been some thinking around these areas and that the Combined Authority were committed to developing a zero emissions strategy and the provision of electricity and hydrogen would form part of that. The Climate Change Commission would be making some recommendations around this issue.

There would be many points to consider such as having a supply of hydrogen and where this would be sourced from and if there would be a national contribution.

The Chair of the Climate Change Commission had written to all local councils to ask for proposals around charging points; to understand what was included in local plans for the provision in new developments and communities.

The Director advised that energy providers charged competitively for extra capacity and to combat this there would need to be lobbying from the Combined Authority and local councils

- 5.7 In response to a question on the budget detailed within the report the committee were advised that the amount of spend in the report referred to programme spend and that a note detailing the breakdown of this would be provided.
- 5.8 The Director advised that there would be a light refresh on the Local Transport Plan later this year which would take into account the recommendations from the Climate Change Commission and would consider the impact of the Covid Pandemic.

It was still too early to tell what the long term impact of Covid would be on travel behaviours; there had been a decline in commuting but whether this would be sustainable would depend on whether businesses continue to adopt the new work patterns put in place during the last year.

There had been a decrease in footfall in city centres with a drop of 75-80% which had impacted the economy of those areas.

There had been an increase in single passenger car use and more traffic was being reported but at different times of day.

It would take time to unpick all the data, evidence and the relationship to people's behaviour but there would be areas where the Combined Authority could influence and it would be important to have member feedback on this which was why the Local Transport Plan would be reconsidered by the CA Board and Transport Committee later in the year.

- 5.9 In response to a question about the spread of funding across the county on infrastructure projects the committee were advised that the context of the Local Transport Plan was to promote connectivity and raise productivity in all areas which would lead to investment into areas of the county where this had been lacking in the past.

The Director agreed to share with the committee the Local Transport Plan map which highlighted the spread of projects across the county.

- 5.10 In response to a question about responsive transport the committee were advised that this differed to community transport in two ways; firstly, the scheme would be more technically enabled with the use of an app and secondly it would use existing conventional bus routes. The goal would be to see if this would be a better value for money option of the subsidy. The director gave assurance that conversations would be had with the community service providers to reassure that there would be no impact on their services during this trial.
- 5.11 The Committee AGREED to note the report received from the Director for Delivery and Transport and thanked the Director for attending the meeting.

6. EU Update Report

- 6.1 The Committee received the report from the Director for Business and Skills which provided an update to the Committee on work that had been undertaken over the past 12 months, plus ongoing and future work, to support business leaders to prepare for and adapt to changes resulting from the UK's departure from, and more recently, the new Trade Deal with the European Union.

The following points were raised during the discussion:-

- 6.2 In response to a question about how organisations were being advised following the new trade deal the committee were informed that firms would not be advised to relocate their functions to EU states, most of the issues now being raised were around how organisations could adapt rather than around reconfiguration.

The main sectors that had been in contact with the Growth Hub programme were manufacturing as firms were finding it difficult to dissect the sub systems coming through from different suppliers.

The initial number of enquiries had been high and had come from mainly the manufacturing and agricultural sectors but the number of calls being received now was much lower.

- 6.3 In response to a question about businesses that had international trade links such as the Arts and Service industries and whether they were struggling as a result of the new trade deal; the Director advised that he would provide the committee with a breakdown of the sectors which had contacted the team for support and in particular would check if Arts and Service sectors had been particularly affected.
- 6.4 In response to a question about a report published by the British Chambers of Commerce in February that had found that 49% of exporters were facing difficulties the committee were advised that the Combined Authority had found that companies were now adapting but that there had been some teething problems at the start which was what the Chambers report had shown.
- 6.5 The Director advised that Combined Authority Growth Hub had been set up to provide advice and support but did not have a metric for reporting issues faced by businesses back to central government; this was a role that was being covered by business leads and the British Chambers of Commerce.

The Committee were advised that the funding provided by BEIS was to enable the LEP's to get the Chambers of Commerce to deliver the service; they have the best connections with exporters and were a lobby organisation and that enabled them to provide the feedback required to central government.

The Growth Hub was having regular meetings with Chambers and were adapting all the time as the programme progressed over the 12 weeks.

- 6.6 The Growth Hub programme was funded until the end of March but there was a possibility that it may be extended.
- 6.7 In response to a question about the virtual events organised in partnership with St Johns Innovate and Innovate UK, the committee were advised that 80% of businesses were being contacted so hopefully there would be a good take up of these sessions.
- 6.8 In response to a question about whether there had been a reduction in the amount of freight through the county, in particular on the A14, since the new trade deal was introduced officers agreed to look at whether the Combined Authority held this information and would provide the detail to the committee .
- 6.9 The Committee thanked the Director for Business and Skills for his report and responses.

7. **Bus Review – Task and Finish Group Update**

7.1 The Committee received the report which provided an update on the work of the Bus Review – Task and Finish Group.

7.2 The Chair for the Task and Finish group recommended that the group be disbanded until the new Overview and Scrutiny Committee was set up following the election and there was further work to be done at which time the new committee should reconstitute the group to complete its work.

7.3 The Committee **RESOLVED:**

i) to note the report.

ii) that the Bus Review Task and Finish Group be closed and that the new committee post election consider when to reconstitute the group in light of further work being undertaken by the Combined Authority.

8. **Business Board Lead Member Role**

8.1 The Committee received the report which outlined the role description for the Lead Member for the Business Board and asked the committee to recommend to the Business Board the adoption of this role as part of their scrutiny arrangements.

8.2 In response to a question about access to exempt papers the committee were advised that the members would be subject to the legislation set out in the regulations and would be able to scrutinise exempt reports in the same way as they could consider exempt reports that went to the CA Board.

8.3 In response to a question around the framework required by the Business Board, the committee were advised that the Assurance Framework regulated the LEP's activities and that the Business Board had to align with the national framework to get funding approved.

8.4 In response to a question about the scrutiny arrangements at other LEP's in the country the officers agreed to provide information on what scrutiny arrangements other LEP's across the country have; with some case studies to be provided.

8.5 The Committee **RESOLVED:**

i) that information be provided on what scrutiny arrangements other LEP's across the country have; with some case studies to be provided.

ii) that scrutiny of the Business Board be added to the programme for the training session with Centre for Governance and Scrutiny.

The Committee requested a recorded vote (Appendix 2) on the recommendations and **RESOLVED** with 11 votes in favour and 2 abstentions to:

a) Invite the Business Board to agree a Lead Member from the Overview and Scrutiny Committee to shadow the Business Board as part of the Scrutiny arrangements for the Business Board; subject to the agreement of the Combined Authority Board.

- b) Invite the Business Board to agree the role description for the Lead Member shadowing the Business Board, subject to the agreement of the Combined Authority
- c) Propose Cllr Murphy for the role as Lead Member for the Business Board

9. Combined Authority Forward Plan

- 9.1 The Committee received the Combined Authority Forward Plan.
- 9.2 The Lead Member for Housing and Communities advised that they would be following up on the £45m funding from MHCLG and the issue over the end date for the housing programme.
- 9.3 The Lead member for Transport advised they would be posing questions on two issues coming up at the March meeting; the Low Emissions and End of Year report.
- 9.4 The Committee noted to Forward Plan and the areas the Lead Members planned to cover.

10. Work Programme Report

- 10.1 The Committee received the report which asked the Committee to discuss and agree items that they would like to be added to the work programme for the Overview & Scrutiny Committee for the 2020/21 municipal year.
- 10.2 The Committee RESOLVED:
 - i) to note that the University of Peterborough Update would come to the committee after the election.
 - ii) to note that the invitation to the new CEO and Chair of One CAM Ltd would be delayed until after the elections.
 - iii) That a training session for the Committee would be held on the 5th March at 2pm with the Centre for Governance and Scrutiny.

11. Date of Next Meeting

- 11.1 The Committee would have a Training Session with the Centre for Governance & Scrutiny on 5th March at 2pm.
- 11.2 The next meeting will be held on Monday, 22 March 2021 at 11.00 a.m. with a pre-meeting for Members at 10.00 a.m.

The meeting closed at 12:41pm

Questions for Director for Delivery and Strategy – O&S Committee

From	Question	Response
Cllr Dupre	1. You are responsible for 23 projects on the Combined Authority’s project register. Is that a manageable workload?	The Combined Authority’s Directors have broadly comparable workloads, and are supported in their roles by excellent expert teams. A simple count of projects on the register does not measure the Director’s duties in overseeing a programme of activity. This is done through formal project governance, in which individual projects’ managers report into programme-level governance arrangements. Individual projects vary greatly in their scale, budget and complexity. Project performance also varies: a portfolio entirely composed of projects with “Green” RAG ratings and a low risk profile would require minimal senior management intervention, compared to one in which a number of projects were rated “Red”, which is defined as a trigger for Director-level intervention. Directors also have other duties in addition to overseeing their project portfolio.
	2. Are any of those 23 projects more challenging than you originally expected, and if so, in what way?	From time to time, individual projects require senior management intervention. This can happen for a range of reasons. Over the last 12 months, a number of projects have been challenged by the Covid-19 situation, which has, for example, affected some supply chains, as well as altering travel patterns and public transport patronage. Some shifts in government policy – for example, the decision to only publish a one-year Spending Review last Autumn – have also made the future funding environment less predictable.
	3. When do you expect to have confirmation from HMG of any money available for the A10 project?	The Combined Authority is awaiting Ministers’ decisions on funding next stages of the A10 Business Case submitted last July; we remain in regular communication with the Department for Transport to monitor the position.

	<p>4. How does the Combined Authority intend to address the impact of COVID on travel behaviours and in particular the reduction in public transport use?</p>	<p>As the Covid pandemic has progressed, the Combined Authority has been convening partners weekly to monitor the latest data and consider actions. The Transport Restart Group was initially convened to coordinate a programme of recovery actions following the first Covid lockdown. That scope included in particular action to reenergise public transport use and to put in place active travel measures, both of which aimed to offset an anticipated rise in single-passenger car journeys post-lockdown. Further developments in the pandemic and the measures to manage it have meant that the anticipated recovery phase has yet to begin; indeed, the government’s official guidance has evolved to a point where public transport use is formally discouraged. The Combined Authority will continue to work through the Recovery Group to coordinate partners’ efforts to restart the transport sector as and when that becomes timely.</p> <p>The Combined Authority is also continuing to pursue the Mayor and Board’s ambition to reform the system for subsidising buses, despite the significant disruption to the sector. Conversations with the Department for Transport and with public transport operators are ongoing. We hope to make significant progress with this work once the government has published its National Bus Strategy and clarified future arrangements for national subsidy.</p> <p>For the present, we do not know what the long-term impact of Covid on travel behaviour will be. The available data are not strongly supportive of initial hopes the pandemic would simply encourage positive travel behaviours which could subsequently be “locked-in”. The Combined Authority Transport Committee will be invited at its March meeting to consider undertaking a limited refresh of the Local Transport Plan in the light of learnings and new evidence from the pandemic about future travel needs.</p>
--	---	---

	<p>5. How does the Combined Authority align its focus on road building with its stated intention to 'hammer down' carbon emissions?</p>	<p>As outlined in the LTP, the Mayor and Combined Authority Board are committed to reducing carbon emissions to net zero by 2050.</p> <p>The Mayor has asked the Cambridgeshire & Peterborough Independent Commission on Climate Change to report to the Combined Authority Board with authoritative recommendations to help the region mitigate and adapt to the impacts of climate change, enabling us to meet the commitment to eradicating net carbon emissions across the area by 2050. The Commission will report in March 2021.</p> <p>The Local Transport Plan prioritises the development of public and 'active' transport modes as well as reducing the need for travel. Of the Authority's current ten "Key" projects relating to transport, a majority relate to public transport.</p> <p>However, it is recognised that the private car - which as a mode is already beginning to transition to zero-emission fuel sources - is and will remain a key mode for many residents across the region. The Combined Authority therefore continues to support targeted highway infrastructure and enhancement schemes, especially where they assist in addressing congestion and low air quality, promoting more sustainable growth, and improving road safety and operation.</p>
	<p>6. What is the Combined Authority view of the Government's intention to run diesel trains on the new East West Rail line, with no clear plan for the introduction of alternative technologies?</p>	<p>East West Rail is being promoted by a government-owned company. A public engagement exercise on options for the section of the route linking Bedford and Cambridge is expected in the coming weeks. The East West Rail company has in the past indicated it would run diesel trains on the line. The Combined Authority will be invited to respond to the EWR proposals; this will include an opportunity for members to set out a view on the proposed propulsion system for the trains in the light of the Combined Authority's settled view on tackling</p>

		climate change and any relevant recommendations made by the Cambridgeshire and Peterborough Independent Commission on Climate Change.
--	--	---

Appendix 2

O&S Committee – 22nd February 2021

Recorded Vote – Item 8

'Invite the Business Board to agree a Lead Member from the Overview and Scrutiny Committee to shadow the Business Board as part of the Scrutiny arrangements for the Business Board; subject to the agreement of the Combined Authority Board.'

Name	For	Against	Abstain
Cllr Mike Humphrey	X		
Cllr Steve Corney	X		
Cllr Alan Sharp	X		
Cllr Lorna Dupre	X		
Cllr Peter Fane	X		
Cllr Grenville Chamberlain	X		
Cllr Anne Hay	X		
Cllr Alex Miscandlon	X		
Cllr Markus Gehring			X
Cllr Mike Davey	X		
Cllr Jocelynn Scutt			
Cllr David Connor	X		
Cllr Andy Coles	X		
Cllr Ed Murphy			X



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 6

Covid-19 Update

To:	Overview & Scrutiny Committee
Meeting Date:	22 March 2021
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director for Business & Skills
Key decision:	No
Recommendations:	The Overview & Scrutiny Committee is recommended to: <ul style="list-style-type: none"> Note the latest Covid-19 update from the Business Board.

1. Purpose

- 1.1 This report provides the Overview & Scrutiny Committee with an update on COVID-19 and response from the Business Board to enhance local economic recovery work in Cambridgeshire & Peterborough.

2. Background

- 2.1 In early 2020 Government asked Combined Authorities to develop recovery strategies, focussed on getting people back to work, into jobs that are skilled and sustainable, and into sectors that are projected to grow. The Economic Recovery Sub-Group (ERSG) was formed to respond to the Economic and Business Impacts of COVID-19 and to support economic recovery planning.
- 2.2 The ERSG brought together economic, policy and business expertise to co-create a LERS for Cambridgeshire & Peterborough in September 2020. At that time, it was widely accepted that the LERS would be a live document which would be adapted to respond when new impacts on the local Economy and Business emerge and become clearer. The strategy was then subsequently updated in November 2020 to reflect the evolving impact of the economic shock and the further national and global restrictions that were being imposed.

- 2.3 The November 2020 LERS prioritised interventions taking into consideration their positive impact, cost and funding availability. It focussed on the immediate initiation and delivery of fully funded interventions that had maximum, immediate impact on both businesses and people, whilst contributing to laying the foundations for longer term recovery and future growth. It also identified several projects where further consideration of funding, deliverability and impact would be needed.
- 2.4 The latest version (third iteration) of the LERS is being presented to the Boards for approval in March 2021 following further updates to reflect new and emerging impacts of COVID-19 and is attached as Appendix 1 and 2.
- 2.5 To ensure the LERS reflects local recovery priorities, the strategy has been further developed with Local Authority officers and local business organisation representatives through the Local Economic Recovery Sub-Group (ERSG). It has also undergone review and development through workshops held with the ERSG, Business Board and the Employment & Skills Board during February 2021.
- 2.6 Furthermore, and in recognition of the dramatic impact that the coronavirus pandemic was having across all sectors of the SME business community, the Business Board very quickly devised and launched two grant schemes that made a real difference not just to ensuring survival, but to also help lay the foundations to support recovery and future growth aspirations. As a result of this rapid response a total of 260 SMEs were supported across the two schemes, sharing a total of just over £6m.

3. New and emerging strategic context

- 3.1 The context of the LERS in March 2021 is very different now to what was in the Autumn of 2020 when the previous version was drafted. These changes include issues such as:
- **The winter COVID-19 spike affected the CPCA area more than previous outbreaks.** COVID-19 cases reached a new peak at the start of January and have since gradually started to decline, matching the national picture.
 - **The January national lockdown had more of an impact on movement in the CPCA area than the November restrictions.** More businesses are showing signs of distress, with increased numbers reporting lower cash reserves and reduced profitability, while commercial property vacancy rates are increasing.
 - **The extension of the employment support schemes has continued to act as an effective break on increasing unemployment.** Universal credit claims continue to rise month on month (67,000 in December) but vacancies have rebounded after a decline in November, with 10,500 online job postings in December.
 - **The impact on many businesses and households, as they focus on managing the impacts of a longer than anticipated economic downturn.** Whilst the Bank of England's latest forecast is for a strong and rapid economic recovery as vaccination levels rise and we get into late Spring and Summer, the economy contracted again in November following earlier recovery and is likely to have performed weakly in January through to February.

- **The 2020 Brexit deal has brought in new trade rules** which are focussing business attention on supply chains and managing new regulatory requirements.
- **A range of surveys show that most businesses plan to accelerate their adoption of new technology.** Consumer preferences have also changed, with an accelerated shift to online / delivery shopping and digital services. This will create new opportunities but also displace roles. Young people and women are particularly likely to be in at-risk roles.
- **The Government's shift away from local to nationally administered and awarded support programmes,** such as the Levelling Up Fund, Shared Prosperity Fund, into which the CPCA, Local Authorities and businesses will need to make the best possible case, to secure resources in a nationally competitive funding environment.

3.2 The local recovery strategy therefore needs to continue to evolve to reflect the economic impacts of the pandemic and now includes:

- New response actions and support schemes that Local Authorities have put in place, with Government and unilaterally since November 2020.
- The need for renewed support for reopening as restrictions are lifted.
- Clearer objectives for each phase – e.g. continuing to protect jobs and viable businesses whilst also supporting investment in future skills and retraining.
- Building the case for future support from Government, including through the Levelling-Up Fund and Shared Prosperity Fund, by being clear about how the three different parts of the CPCA economy are priorities for levelling up, overall UK growth and recovery and zero carbon transition.

4. Next steps and future iterations of the LERS

- 4.1 The CPCA and Business Board will continue to work with Local Authorities, GCP and other partners to further develop this iteration of the LERS, whilst continuing to deliver on those interventions already agreed and to ensure that the implementation of this iteration of the LERS meets longer term recovery requirements alongside the ongoing economic response needs.
- 4.2 This will include a response to Government's Budget announcement made on 3 March 2021, and the key excerpts relevant to businesses in Cambridge & Peterborough. A business focussed summary of the Budget 2021 is attached as Appendix 3.

5. Financial Implications

- 5.1 The LERS includes a broad range of interventions each of which have financial implications; however, these interventions are approved individually by the relevant

authority outside of the strategy as a whole, thus there are no direct financial implications to this report.

6. Legal Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1a – Local Economic Recovery Strategy (March 2021)

8.2 Appendix 1b – Local Economic Recovery Strategy - Appendix 1 – Interventions Explained (March 2021)

8.3 Appendix 2 – Budget March 2021 Summary for Business

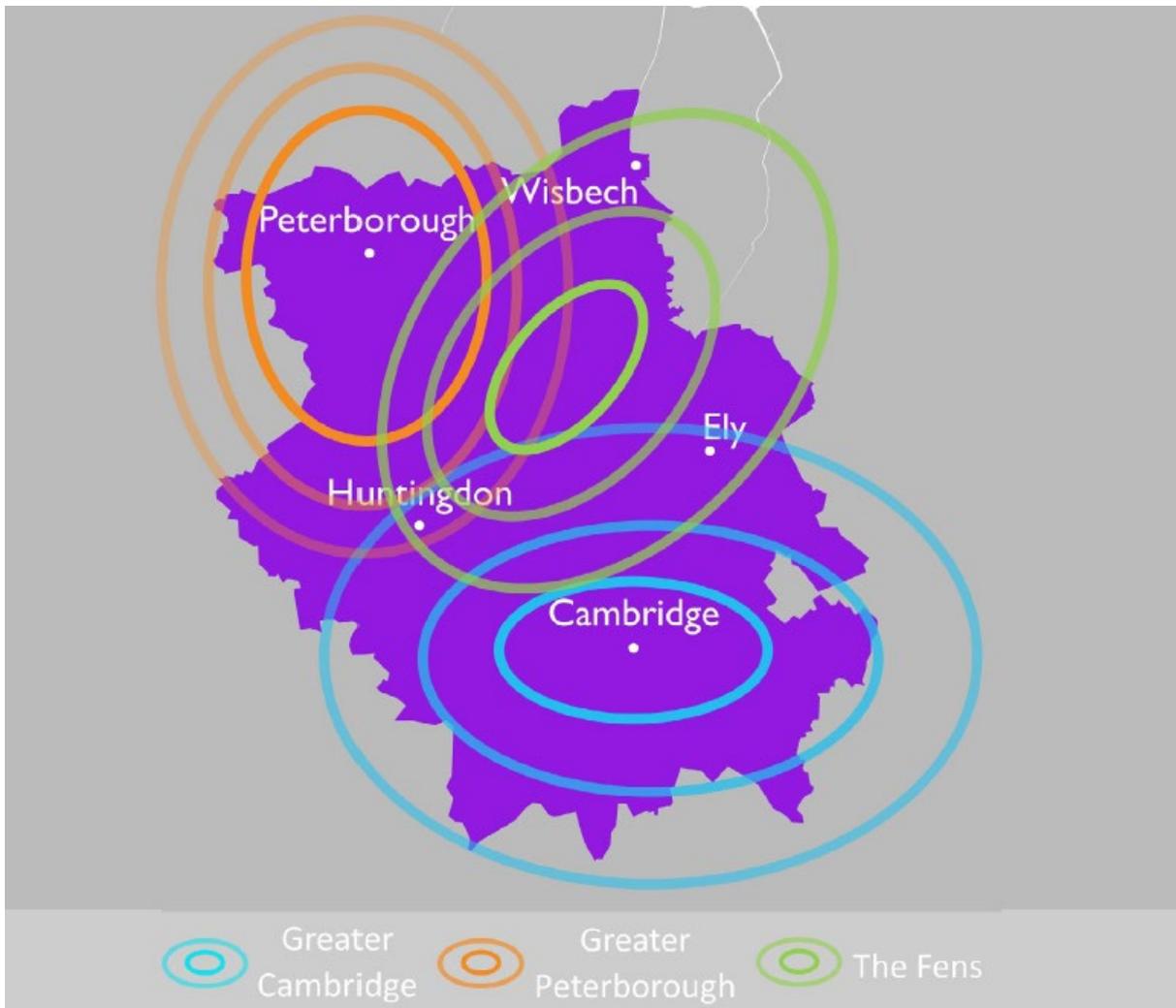
9. Background Papers

9.1 September 2020 – CA Board documents - [CMIS > Meetings](#)

9.2 November 2020 - CA Board documents - [CMIS > Meetings](#)

Cambridgeshire & Peterborough Local Economic Recovery Strategy (LERS)

March 2021 Update



The three interconnected economies of Cambridgeshire and Peterborough

CONTENTS

Section

Exec Summary

Our Approach

Recovery Strategy Summary

- 1. The Data - Where are now**
 - 1.1 Evolving context from November 2020**
 - 1.2 Public Health**
 - 1.3 Business, People and Jobs**
 - 1.4 Residents and Businesses – adapting to a changed world**
 - 1.5 Government Policy Context**
- 2. The Future: Opportunities, Challenges and Timescales**
 - 2.1 Opportunities and Challenges**
 - 2.2 Scenarios**
 - 2.3 Phases of Recovery and Intervention**
 - 2.4 Uncertainties**
- 3. Mission and Objectives – Where we want to be**
 - 3.1 Mission and Objectives**
 - 3.2 LIS Themes**
 - 3.3 Sectors**
- 4. Interventions – How we will get there.**
 - 4.1 Government response interventions**
 - 4.2 Our recovery interventions**

Appendices

Appendix 1 – Interventions Explained

Appendix 2 – Latest Impact Data – (will be further updated end March)

EXECUTIVE SUMMARY

Our goal is to make a leading contribution to the UK's recovery from the Covid-19 pandemic and to its future success, accelerating the recovery, rebound and renewal of our economy and achieving our ambition to double GVA by 2042 in a digitally enabled, greener, healthier and more inclusive way.

Why our economy matters

Cambridgeshire and Peterborough is core to the UK's future growth, competitiveness and zero-carbon transition. We are a major economic engine of the national economy and the Oxford to Cambridge Arc and in normal times a net contributor to the public finances of the UK.

Our Independent Economic Review (2018) identified three, interdependent sub-economies across our geography. Each has distinctive strengths and challenges, but the global competitiveness of our area depends on the future success of all.

In the South, Greater Cambridge is a global centre for life sciences, technology, AI and advanced manufacturing. It hosts some of the best-known names in those fields, along with world-renowned research institutes and laboratories. It generates more patents than the next three cities in the UK combined¹. In the north, Peterborough is a fast-growing hub of green engineering and manufacturing, part of the supply chains of the Midlands and the energy and agri-food sectors of the East of England. It too performs strongly in innovation, ranking 13th among UK cities for patents registered per capita. And linking them together is The Fens, which reinforces the global potential of our economy with a world-leading agri-tech sector and innovative micro businesses, alongside the most productive agricultural land in the UK. The Enterprise Zone at Alconbury, Huntingdonshire, is a focus for growth in our economy and the towns and villages of the Fens are also home to many who work in Cambridge and Peterborough.

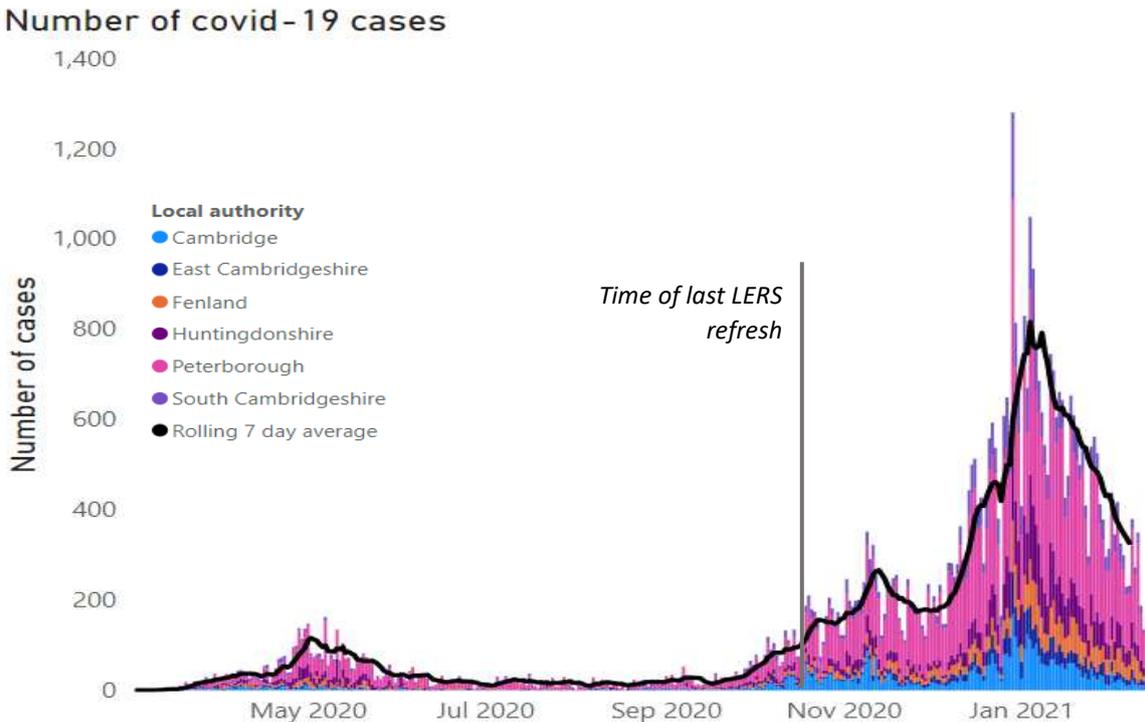
Covid-19 Impact and Response

With the rest of the world, since March 2020 residents and businesses across our economy have had to manage the unprecedented restrictions to business and movement introduced to manage the threat to public health from Covid-19.

The health impacts of the winter 2020 Covid-19 spike were particularly severe across the Cambridgeshire & Peterborough, with case numbers peaking in early January 2021.

¹ <https://www.centreforcities.org/city-monitor/?path=table&themes=business-dynamics,productivity,industrial-structure>

Figure 1: Number of Covid-19 cases by local authority district, March 2020 - February 2021



Source: Metro Dynamics Dashboard, data up to 16th February. Cases in the last few days should be disregarded due to reporting delays

Alongside the impacts on individuals of the virus itself, the economic impacts on our population have been severe and concentrated on the most vulnerable. The evidence suggests that people in Cambridgeshire and Peterborough have been harder hit than elsewhere. Whilst the Government’s extensive employment support schemes have protected jobs, Universal credit claims increased by a further 2.7% in December, with an overall increase across Cambridgeshire & Peterborough from March 2020 of 117.6% compared to 96% across the UK. Our young people have been most effected, with the claimant count rising by more than 115% for 18-29 year olds between January 2020 - 21. Women and older people are also more at risk, particularly to longer term loss of roles in the service sector due to further automation and retail decline.

Businesses based here, such as AstraZeneca, have been at the forefront of the national and international fight against the disease, through uncovering new medical treatments and equipment to developing and testing vaccines. Across the wider business population many more adopted new technology and approaches to maintain and improve productivity and resilience. Data from the State of Small Business Britain 2020 (ERC) suggests that most SMEs now see introducing new processes and digital technologies as higher priority because of the pandemic.

The Trade and Cooperation Agreement reached between the UK Government and European Union in December 2020 has further changed the business landscape in terms of trade, supply chains and the labour market. Businesses will need to continue to adapt as the UK and EU economy reopens.

Strong Recovery Potential

We have the right mix of innovation, knowledge and assets to recover quickly. But the right interventions must be in place to ensure this. Before the pandemic, the Cambridgeshire & Peterborough economy had been growing faster than the UK since the 2008/09 recession. Cambridge in particular recovered the economic value lost during the 2008/09 recession much faster than other areas, with further very strong growth in South Cambridgeshire and Peterborough from 2015/16 onwards. The circumstances of the post Covid-19, post-Brexit era are different to the aftermath of 2008/09. There are new opportunities for growth. For example, demand for laboratory space in Cambridge is at a five-year high², but the economic potential of this will only be realised with new facilities.

We set an ambitious, achievable, goal of doubling GVA by 2042 whilst leading the transition to a zero-carbon economy³. Making sure that our places and communities do more than just recover is therefore a national as well as local imperative. Pre-Covid-19 growth was led by the four priority sectors identified in our Local Industrial Strategy: **Life Sciences, Digital and AI, Advanced Manufacturing and Materials and Agri-Tech**. All these sectors are central to the UK's strategy of building back a better, greener economy post Covid-19, and all forecast strong future global growth. This strategy sets out the interventions we need to regain this leading growth trajectory as quickly as possible.

At the same time, the sectors that have been hardest hit are also those that provide most of our jobs and are having to adapt fast to trends in consumer habits, market structure and technology. These include **Retail, Hospitality and Leisure, Health and Care, Education, Construction, Transport and wider manufacturing**. For example, prior to the pandemic, 50% of UK internet retail sales were tied to visits to brick-and-mortar shops through 'click and collect' and in-store ordering. Restrictions on movement have lessened this dependency as the share of online in retail grew from 20% by value in January 2020 to 36% by January 2021⁴.

Our recovery plan recognises that, for all of our communities to benefit, we must connect them to the opportunities of the post-pandemic age, such as changing patterns of work; new business models and markets; new job openings. It takes a wider view than our Local Industrial Strategy, including wider support for business and people needing to adapt, innovate and develop new skills as the whole economy moves to a greener, different future. But it also addresses the serious labour market impacts of this crisis and the new hardships many across our area now face.

Recovery Phases and Objectives

In common with many major economies in the UK and globally we have identified three phases of action, based on the evolving impacts of the public health response.

² NEED REF FROM CAMBRIDGE AHEAD

³ Cambridgeshire and Peterborough Independent Economic Review (2018)

⁴ CACI (2019); ONS Retail Sales data (February 2021)

The timing of each will overlap and alter depending on the course of the pandemic. We have agreed our overall mission for each phase and set clear objectives against which we have prioritised interventions. These are summarised in figure 1 below:

The **Response** phase will last well into 2021. Our mission in this phase is to help people and businesses manage the impact of the pandemic, and to adapt to both temporary changes and emerging new norms in employment, sectors and markets. Our objectives include minimising redundancies and viable business closures and ensuring high quality advice and immediate support is available for people and businesses, through delivering Government and locally designed and funded schemes. Businesses will be supported in understanding where and how staff can be tested and how to operate in a Covid-19 safe way.

The **Recover and Rebound** phase is likely to begin with reopening of the economy in 2021 and accelerate through 2022/23. **Renewal and Future Growth** will follow from 2023 onward. Our missions for these phases are to:

- Help people at risk of unemployment by accelerating retraining and upskilling
- Build back faster by accelerating start-ups, scale ups and set ups
- Build back better and greener by accelerating hi-tech jobs and cluster growth, focussing on green, digital and net zero technologies.

We have set objectives for each of these missions and phases, including reopening our retail, tourism and hospitality businesses and increasing footfall in repurposed town and city centres; revitalising FE and HE provision for new ways of learning. As we look to the renewal phase our objectives include building Peterborough as a leading centre for net zero tech and advanced manufacturing and consolidating Greater Cambridge as a global centre for science and technology.

Interventions and Investment

This strategy sets out the interventions and investment we are taking now and the investment and interventions we will need in the future. In our response phase Local Authorities have led the delivery of a wide range of Government and locally funded support and grants for businesses and individuals effected. Together, we have also established new business coaching and investment programmes, reinforced our inward investment service to new employers, upskilled volunteers to help people made unemployed through local job clubs, continued to deliver major transport investment and put in place a new start up and entrepreneur support programme

In the recovery and rebound phase, for example, we will invest in repurposing and regeneration plans for 11 Market Towns; major affordable housing and transport infrastructure in Greater Cambridge, new learning for displaced employees or people having to adapt to new technology in their existing or new careers. We will invest in a new Green Skills FE centre in Peterborough and new Construction Skills centres in Hunts and Wisbech.

Funding

This strategy builds on the Ox-Cam Arc Economic Prospectus, and the CPCA submission to the postponed 2020 Spending Review, which set out the major strategic investments needed to underpin our leading contribution to the UK's zero carbon future.

Local Authorities and the CA are using existing funding alongside central Government support to deliver the interventions that are already in place or confirmed. Our Future High Streets Fund (FHSF) and Town's Fund schemes are also core to delivering recovery and renewal. Looking ahead, this strategy also shows how Levelling Up, Shared Prosperity Fund and FE Capital Transformation Fund investment, alongside a potential growth deal for the OxCam Arc is needed to deliver renewal and transition in Cambridgeshire & Peterborough.

OUR APPROACH - WORKING TOGETHER FOR RENEWAL

The immediate response to Covid-19 has involved partners across Cambridgeshire & Peterborough working collaboratively and with huge determination to help residents and businesses. We are now all taking this same spirit of joint effort and endeavour into our recovery and renewal work, working together to monitor impact and update our economic recovery plans as the situation develops. This is a living document that will evolve with the progress of the pandemic. It has been co-created and maintained by the Covid-19 Local Economic Recovery Sub-Group, comprising Local Authorities and representatives of all major local business organisations. Strategy development has also involved a sub-group of the CPCA's Business Board and the CPCA Employment and Skills Board. See [\[link\]](#) for full list of organisations that contributed to the LERS and its ongoing development.

The strategy is further underpinned by a common understanding that economic recovery will require many organisations and behaviours to continue to change. The combination of Covid-19, the imperative of climate change and continuously evolving technology will mean major changes to the way that our economy functions and how business and people approach life and work. All those involved in our economic recovery share a steadfast commitment to working together to take the action that is needed if we are to take the opportunities and make the changes necessary. We are determined that all the Cambridgeshire & Peterborough economy will be a trailblazer and exemplar of sustainable and sustained economic recovery and renewal for the rest of the UK.

As the longer-term implications of Covid-19 emerge our plan will continue to be updated, alongside other strategies from local authorities across Cambridgeshire & Peterborough; the Ox-Cam Arc Prospectus and UK Innovation Corridor; LEPs across the wider region (the Arc and neighbouring counties); the CPCA Investment Prospectus and LIS.

Timeline

Infographic (to be designed) overlaying history of:

- Coronavirus lockdown rules in England⁵:
 - Phase 1 (late March – mid May 2020): first national lockdown
 - Phase 2 (mid May – mid September 2020): staggered transition to minimal lockdown restrictions
 - Phase 3 (mid September – early November 2020): reintroduction of stricter social distancing rules, new controls on hospitality venues, tiered local restrictions
 - Phase 4 (early November – early December 2020): second national lockdown
 - Phase 5 (early December 2020 – early January 2021): reintroduction of tiered local tiered restrictions
 - Phase 6 (early January – present): third national lockdown

⁵ House of Commons Library, A history of English lockdown laws (January 2021)

- LERS development, publication and review
 - Published: September 2020
 - First update: November 2020
 - Second update: March 2021

Monitor, review, update cycle for LERS:

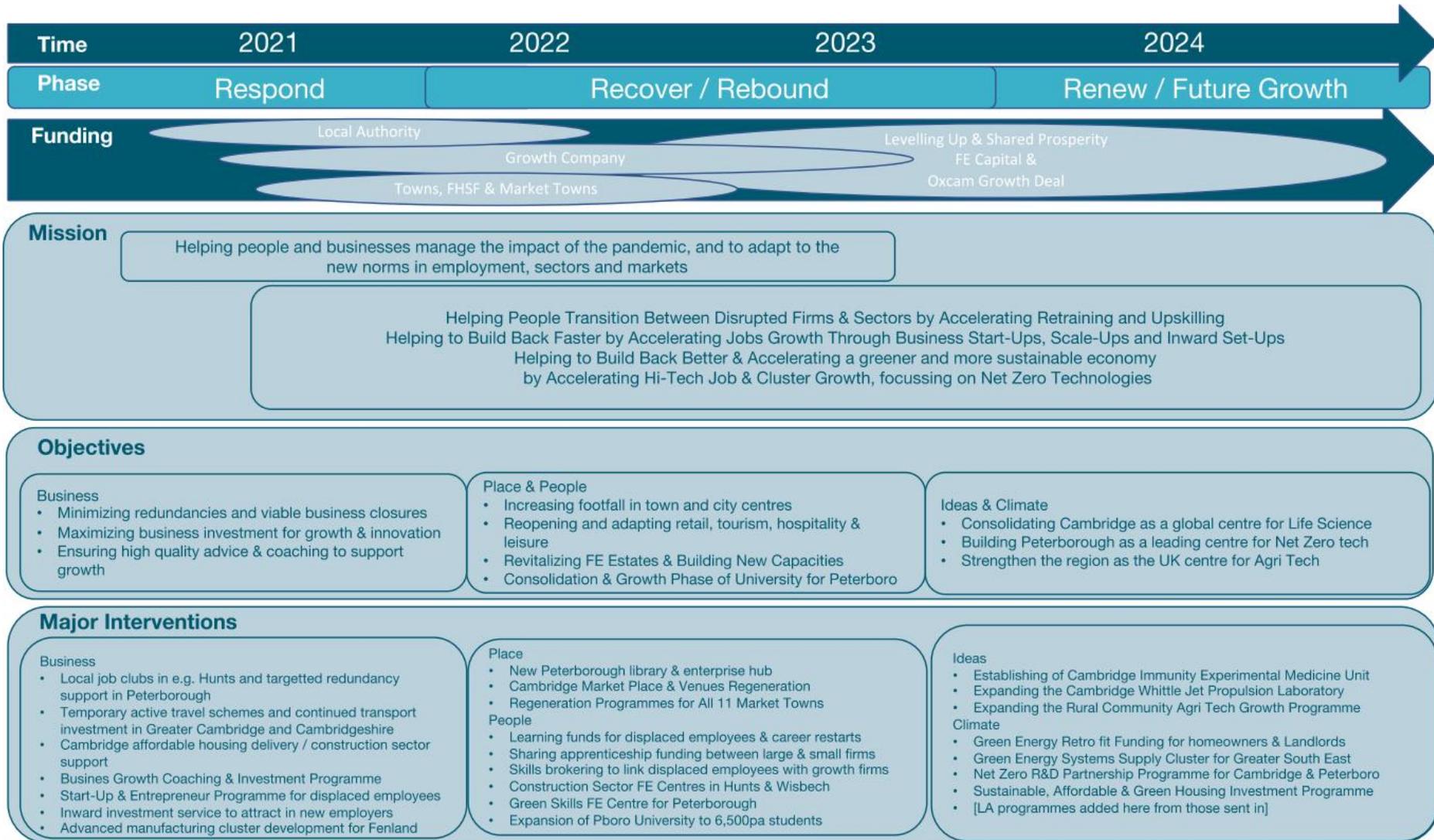
Graphic showing committee cycle + strategy development process (to be designed):

Economic Recovery Sub Group → Skills Committee → Business Board → Leaders
 → Combined Authority Board

We have also drawn on insights from national and global experience and research:

- Local economic recovery planning across the UK: Mayoral Combined Authorities; LEP Network; M9 group of elected Mayors; Local Government Association; national business groups
- UK-based think tanks and research programmes: Institute of Economic Development; Enterprise Research Centre; What Works Centre for Local Growth; Centre for Cities; Productivity Insights Network
- Best practice from across the globe: OECD LEED programme; US Economic Development Administration; Economic Development New Zealand

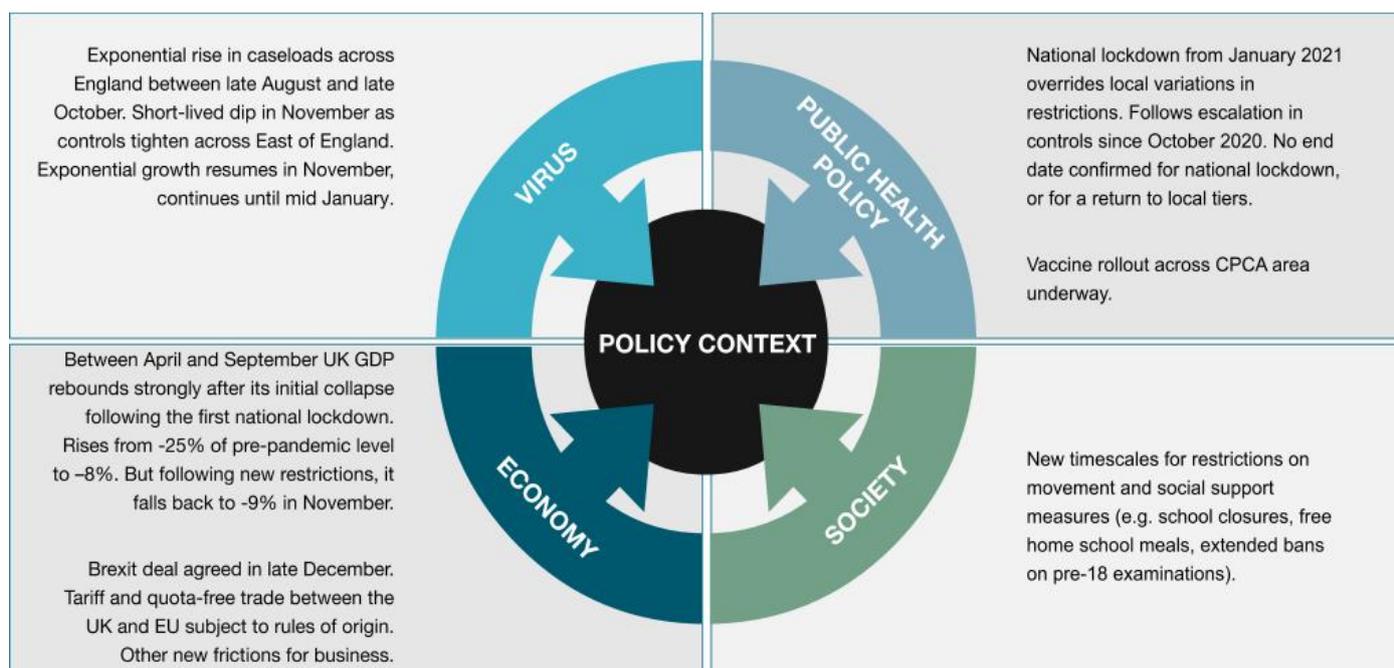
OUR RECOVERY STRATEGY IN SUMMARY:



1. CONTEXT AND DATA – WHERE WE ARE NOW

1.1 A changing context for our recovery plan

The national and local context has changed significantly since we last revised the LERS in November 2020. These changes are summarised below. The latest data is then explored in more detail in the following sections and in the Appendices.



1.2 Public health

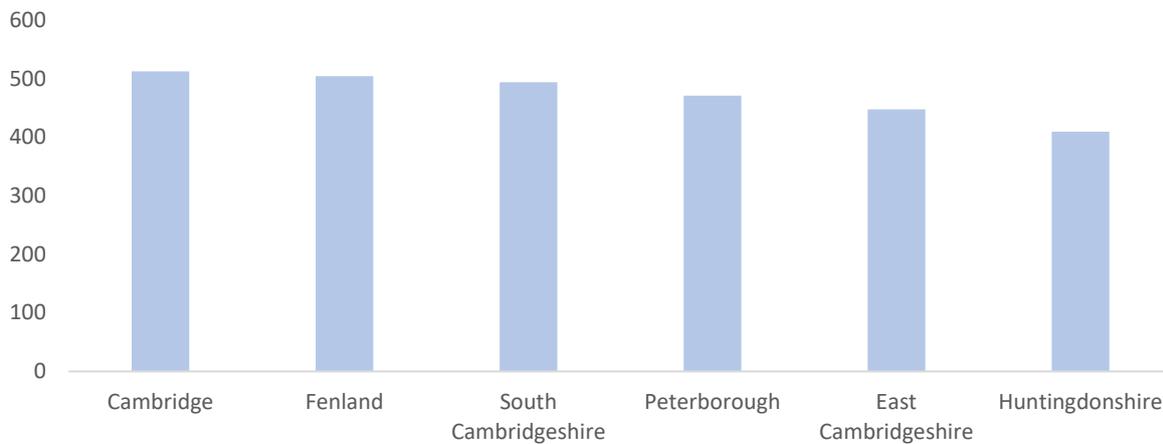
When the LERS was refreshed in November 2020 a total of 8,373 Covid-19 cases had been recorded in the Combined Authority, and all districts were in ‘Tier 1’ of the regional restrictions. In the three months since there have been an additional 43,000 cases recorded, reaching a total of 51,000 cases – a five-fold increase in the cumulative case load.

Daily cases reached a new peak in early January at a sustained level above 800 new cases each day, although the national lockdown has since reduced the number of new cases. As of 16 February 2021, the 7-day rolling average of new cases across Cambridgeshire & Peterborough sits at 224 cases per day, a 72% decline from the January peak.

Peterborough has had the largest number of cases overall (26,218), accounting for just over half the total for Cambridgeshire & Peterborough. East Cambridgeshire has had the lowest number of confirmed cases at 2,731. Mass testing for positive Covid-19 cases continues to be a central part of the public health response to the crisis. Across the Combined Authority testing levels are reasonably consistent, from a high

of 513 individuals tested per 100,000 population in Cambridge, to 410 individuals tested per 100,000 population in Huntingdonshire.

Figure 2: Individuals tested per day per 100,000 population, February 2021



National and regional lockdowns introduced since March 2020 have substantially reduced the movement of people from pre-pandemic levels, as shown in the charts below. The first chart tracks the movement of people for retail purposes, while the second chart shows movement of people into workplaces. The charts show the particular effects of the three national lockdowns which have occurred – in March 2020, November 2020 and again in January 2021. Each time the lockdowns have resulted in a substantial reduction in movement, with gradual returns to pre-pandemic levels of movement each time a lockdown is lifted.

The January 2021 lockdown has been particularly effective in subduing movement for retail purposes, as shown by levels of movement that were last seen in June 2020 when the UK was emerging from the first national lockdown. All non-essential retail remains closed and after a spike of activity in the lead up to Christmas, movement appears to have stabilised at levels 60% – 80% below pre-pandemic levels.

In contrast, movement into workplaces has been slightly less subdued by the January 2021 lockdown. Movement has varied by local authority districts but stabilised at levels 40% - 70% below pre-pandemic levels. This potentially indicates that a greater number of workplaces are now able to operate under 'Covid-19 safe' conditions, and the expanding definition of essential workers allowing more workers to operate from their workplaces than in the first national lockdown. Local movement data suggests that Cambridge retail businesses will have been particularly hard hit, due to the reduction in tourist as well as local retail expenditure.

Figure 4: Movement for workplace purposes across Cambridgeshire & Peterborough, March 2020 - February 2021



Source: Metro Dynamics Analysis of Google Community Mobility data

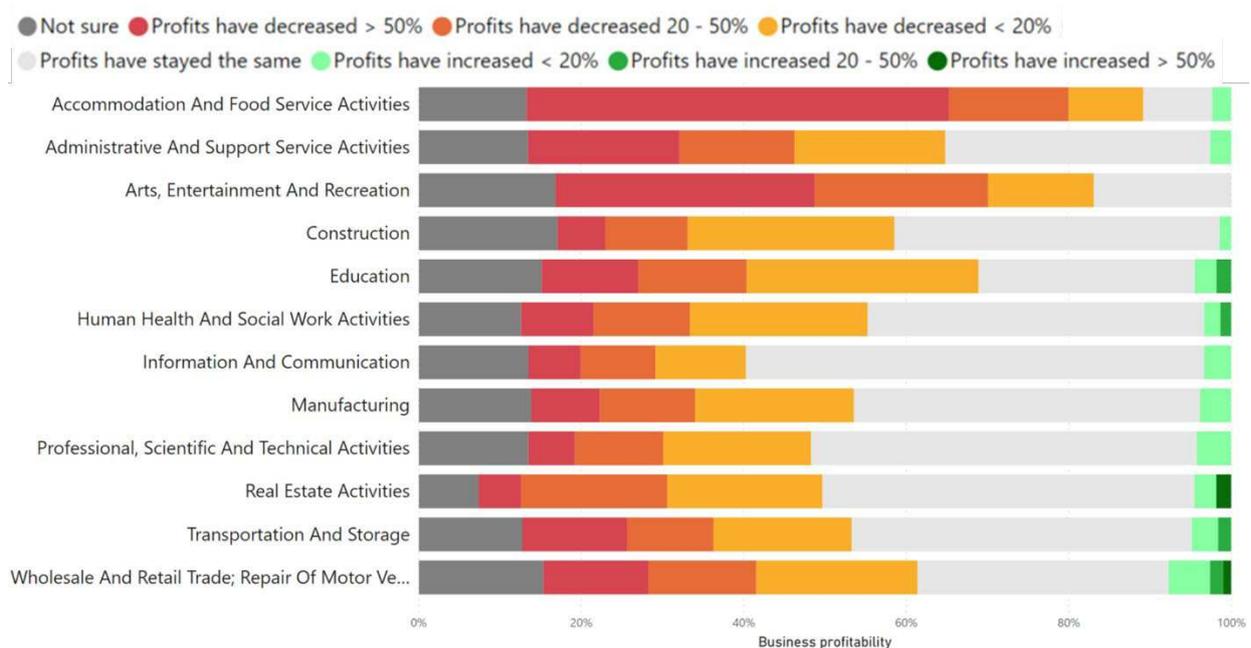
1.3 PEOPLE, BUSINESSES AND JOBS

Nearly twelve months into the crisis the impact on the Cambridgeshire & Peterborough’s economy remains acute. The latest data shows that businesses continue to show signs of distress, with extended restrictions eating away at the contingencies in cash and margins that were in place.

75% of Cambridgeshire & Peterborough’s businesses are currently trading, down from 90% in October 2020. Most businesses which have paused trading are concentrated in the hospitality, entertainment and retail sectors. Although many of these businesses are likely to have temporarily paused trading rather than to have ceased permanently, upticks in commercial property vacancy rates (driven by increasing volumes of vacant office space in particular) indicate that short-term distress may be translating into longer-term scarring.

The chart below shows business profitability in the first fortnight of January 2021 compared to January 2020. Across most businesses, regardless of sector, profitability has been substantially negatively impacted, with the greatest reductions in profitability in hospitality, entertainment and retail trade businesses. That said, businesses in sectors where remote working has made it more possible to adapt to restrictions (such as in IT and in the professional, scientific and technical sector) and businesses in sectors which have been able to continue trading normally during lockdowns (such as construction and manufacturing) have seen lower proportions of businesses reporting reduced profitability and a higher proportion of businesses which – if not making increased profits – have at least returned to pre-pandemic levels of profitability.

Figure 5: Business profitability by sector in January 2021 compared to January 2020 (BICS data modelled to local area)



In Cambridgeshire & Peterborough’s labour markets the extension of employment support schemes (particularly the CJRS and SEISS) have continued to act as an

effective break on increasing unemployment. However, it appears increasingly likely that some structurally higher unemployment is locked in for at least the short / medium term. With subdued activity occurring in job markets (particularly in lower paid / skilled roles) it is likely that some people who have recently lost their jobs, or those whose job is currently supported through an employment scheme (some 10% of the total workforce across Cambridgeshire & Peterborough in January 2021), will remain unemployed for some time to come. One important indicator to watch will be the extent to which the Universal Credit claimant count increases once employment support schemes are eventually wound down.

- Universal credit claims increased by a further 2.7% in December, with an overall increase from March 2020 levels across Cambridgeshire & Peterborough of 117.6% compared to 96% across the UK.
- Online job postings increased by 13.1% in December compared to November 2020, with a total of 10,500 online job postings advertised in the month – a level broadly similar to the five year average of monthly online job postings made throughout Cambridgeshire & Peterborough.
- Furlough numbers saw a spike between October and November rising from 24,000 to 41,800. They have since declined by 3.1% in December to 40,500.

District	Claimants	Proportion of labour market		Rate of increase	
	Total UC claims in November 2020	Workforce	UC claimants per 100 workers	Increase in UC claims since March	+/- % increase since March compared to UK average (+93%)
Cambridge	7,920	109,000	7 : 100	138%	+ 45%
East Cambridgeshire	4,600	33,000	14 : 100	124%	+ 31%
Fenland	9,010	38,000	24 : 100	103%	+ 10%
Huntingdonshire	10,840	79,000	14 : 100	142%	+ 49%
Peterborough	25,560	118,000	22 : 100	88%	- 5%
South Cambridgeshire	7,490	87,000	9 : 100	161%	+ 68%
Cambridgeshire & Peterborough	65,000	464,000	14 : 100	113%	+ 19%

1.4 RESIDENTS AND BUSINESSES – ADAPTING TO A VERY DIFFERENT WORLD.

The period 2020-21 is most likely to stand out as epoch-defining for the UK. Brexit and the unprecedented impact on economic and social life of the pandemic is the backdrop to this strategy for economic development. These events forced the government, organisations and households to adapt in ways that will shape behaviours, expectations and decisions for many years to come.

The missions, objectives and actions of the LERS respond to these factors, but also recognise then uncertainties surrounding them (see Section 2 on timescales, scenarios and uncertainties).

People and households

People and households face new challenges and opportunities from a changing labour market and disruption to finances. The impacts of these challenges and the ability of people to take the opportunities are unequally distributed, both in terms of income groups and spatially:

- Place of work and learning vs place to live

Enforced working and learning at distance for those able to do it is now reflected in job search behaviours. Job aggregator websites show that after the first national lockdown in 2020 applicants became less likely to make geography a qualifying criterion for roles⁶.

- Changing preferences for housing

Increased home working is showing up in real estate markets as increased demand for properties with access to private and public green spaces⁷.

- Managing finances for new phases of the crisis

The number of financially-fragile households unable to meet payments rose in the first national lockdown⁸. The later lockdowns will have exacerbated this, but also added to the stock of unanticipated savings from in-work households.

- Reduced job opportunities for young people

Across age groups, 18-24 year-olds are the most likely to have been furloughed. The fall in graduate openings during the first lockdown was almost twice the rate for the job market⁹ and apprenticeships appear to have continued to fall in Cambridge and Peterborough faster than the national decline.¹⁰

- Re-skilling as tech adoption accelerates

⁶ Indeed Hiring Lab, May (2020)

⁷ Dataloft (May 2020),

⁸ Citizens Advice Research (September 2020)

⁹ ONS, Labour Market Statistics

¹⁰ INSERT SOURCE TO FINAL AND UOUPDATE FULL YEAR FIGURE WHEN AVAILABLE

Surveys show most businesses intend to accelerate their adoption of technology. This will create new opportunities but also displace roles¹¹. Research suggests that jobs at most risk of automation are held by young people and women¹².

Businesses

Businesses must manage new lockdown threats to cashflow and survival, while re-fitting for a post Covid-19, post-Brexit world that makes greater use of technology to power sales and operations:

- Brexit

The EU-UK Trade and Cooperation Agreement (TCA) agreed in 2020 brings new rules for cross-border trade. This will focus traders' attention on supply-chain management, business models, new regulatory and fiscal requirements.

- Business continuity in lockdown

For some, national lockdown re-introduced immediate challenges to cashflow from fallen / absent markets. Financial scarring and continued uncertainty will influence capacity planning as the economy reopens.

- Getting 'match-fit' for a post Covid-19 economy

Data from the Enterprise Research Centre's State of Small Business Britain 2020 surveys suggest that most UK businesses see improving processes, cutting costs, developing new products and markets as higher priority post Covid-19.

- Managing disruptions to public spaces and services

As with the staggered exit from the first national lockdown in 2020, a return to pre-pandemic normality in transport capacity, schooling and health services will be gradual. Businesses will need to work around the demands this puts on resource management.

¹¹ Enterprise Research Centre, State of Small Business Britain 2020

¹² ONS, Research for National Retraining Scheme (2019)

1.5 NATIONAL POLICY CONTEXT

Net Zero

As well as being a leading centre for research, innovation and environmental technologies our area is low-lying and vulnerable to unpredictable weather patterns and rising sea levels. So even before the LERS was first published in 2020, emissions-focused initiatives were central to economic strategies across Cambridgeshire and Peterborough. Over 77% of CPCA's major initiatives are climate-focussed.

Meeting the new national target to reduce greenhouse gas emissions by at least 68% by 2030, getting to net zero by 2050, demands an even greater focus on measures that deliver economic growth through sustainable choices, business models and jobs. The LERS embeds the UK's environmental ambitions across all three phases of the strategy with actions including:

- Green Skills FE Centre for Peterborough
- Construction Sector FE Centres in Hunts & Wisbech
- Net Zero R&D Partnership Programme for Cambridge & Peterborough

Levelling-up, delivering for left behind communities.

The LERS builds on the established evidence base of the Cambridgeshire and Peterborough Independent Economic Review (CPIER). The CPIER identifies the spatial disparities across our area and (also within) the three distinctive, but overlapping economies of Greater Cambridge, Greater Peterborough and the Fens.

The interventions in this Recovery Strategy, alongside our 2019 Local Industrial Strategy, seek to release the full potential of the region's economy by targeting disparities within our three economies as well as our spatially-diverse strengths: Peterborough's rapid growth, Cambridge's global leadership in life sciences, technology and research, and the innovative micro and agricultural businesses of the Fens. At the core of the LIS were interventions aimed at better linking up the region economically: the LERS delivers on this ambition by prioritising actions that best achieve 'levelling-up' across the three phases of the strategy, including:

- Advanced manufacturing cluster development for Fenland
- Targeted retraining, upskilling and employability support
- Expansion of Peterborough University to 6,500 students per annum
- Revitalizing FE Estates & Building New Capacities

Increasing the rate of investment in R&D (2.4%)

This strategy aims to position our area to benefit from the increased focus on technology development in public policy, such as planned new Advanced Research and Innovation Agency (ARIA). It also capitalises on the increased appetite of businesses to invest in new processes, products and markets with programmes to support business expenditure on R&D across the three phases of the strategy.

These will complement the interventions of partners, such as Innovate UK, and include:

- Business Growth Coaching & Investment Programme
- Establishing an Immunology Centre in Cambridge with Astra Zeneca
- Expanding the Cambridge Whittle Jet Propulsion Laboratory

2. OPPORTUNITIES, CHALLENGES AND TIMESCALES

2.1 OPPORTUNITY AND CHALLENGES

Cambridgeshire and Peterborough is core to the UK's future growth, competitiveness and zero carbon transition. We are a major economic engine of the national economy and the Oxford to Cambridge Arc and in normal times a net contributor to the public finances of the UK.

Many of the UK's most important knowledge, research and business assets are located here. The UK has major opportunities and challenges as it positions itself for success in a post-Brexit and post Covid-19 world. The implications of very different global power structures, markets, emerging technology and behaviours are only just beginning to be understood. Climate change is now widely accepted as not only the greatest challenge effecting humanity but also one that requires increasingly urgent and radical change.

The Cambridgeshire & Peterborough Independent Economic Review (2018) identified three, interdependent sub-economies across our geography. Each has distinctive strengths and challenges, but the global competitiveness of our area depends on the future success of all: Greater Cambridge, Greater Peterborough and The Fens. Together, they form arguably the only part of the UK with all the natural assets, research strengths and business expertise needed to secure future success, whilst also being a global location of choice for the most talented and somewhere everyone can succeed on a global scale

Greater Cambridge is a globally leading centre for education, life sciences, technology, and advanced manufacturing. It has the largest share (16%) of the UK's knowledge intensive business services. It generates more patents per head of population than any city in the UK and more than all the EU put together. Before Covid-19, the CPIER had identified a number of investment requirements to sustain the continued growth of Greater Cambridge and its continued success as a world-leading centre of innovation and a global business location. CPIER put a particular focus on housing, including affordable housing across all tenures, and transport, over and above that which was currently in the pipeline at the time.

Greater Peterborough is a major high tech manufacturing cluster that has grown and become more concentrated, representing 18% of its businesses, compared to 9% nationally. Core to this success is a growing sub-cluster of green and environmental innovative engineering businesses, focussing increasingly on zero carbon technology.

The Fens supports the global potential of our economy by playing a dual role. It is a global centre for agri-technology and environmental management, with 50% of the UK's highest productivity agricultural land. It is home to innovative micro businesses and the Enterprise Zone at Alconbury, Huntingdonshire, is a new focus for growth in our economy. But the towns and villages of The Fens are also home to many who work in Cambridge and Peterborough.

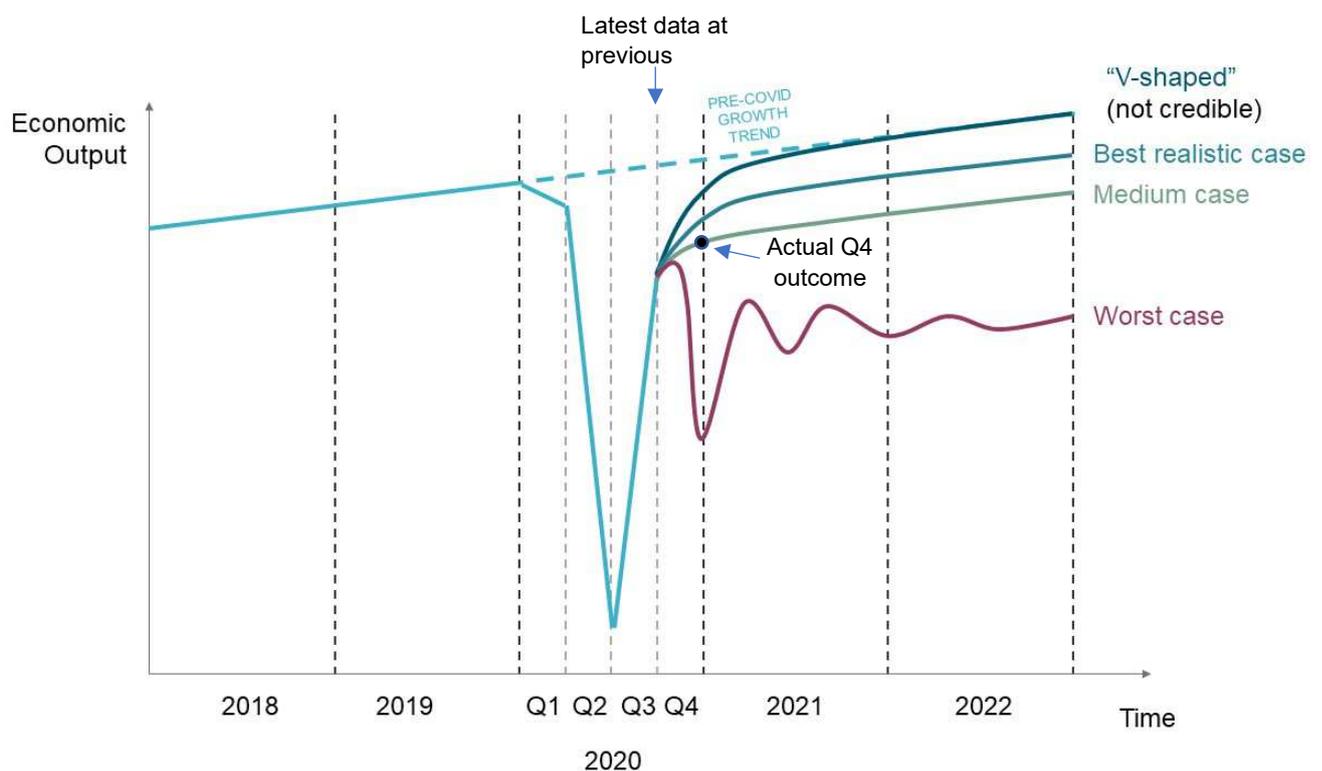
Both Peterborough and Fenland have lower levels of highly skilled jobs and lower wages overall. Core to all our investment and the actions in this plan is the aim of ensuring at all three areas of our economy succeed in the future.

As described above, the context within which people and business are taking decisions about location and lifestyles are changing.

Changes in employment practice resulting in more flexibility in working from home for some, the demographic changes which see us living for longer but having changing needs in housing as we age, as well as evolving demands for younger generations, will see developing requirements for different tenures. The desired trajectory towards net zero carbon homes, the use of innovative automation to make our lives easier, reducing the need to travel or promoting easy public, pedestrian and cycle access, and increasing the part the environment for the housing plays in supporting health and wellbeing as well as amenity space etc, are all increasingly important.

2.2 SCENARIOS

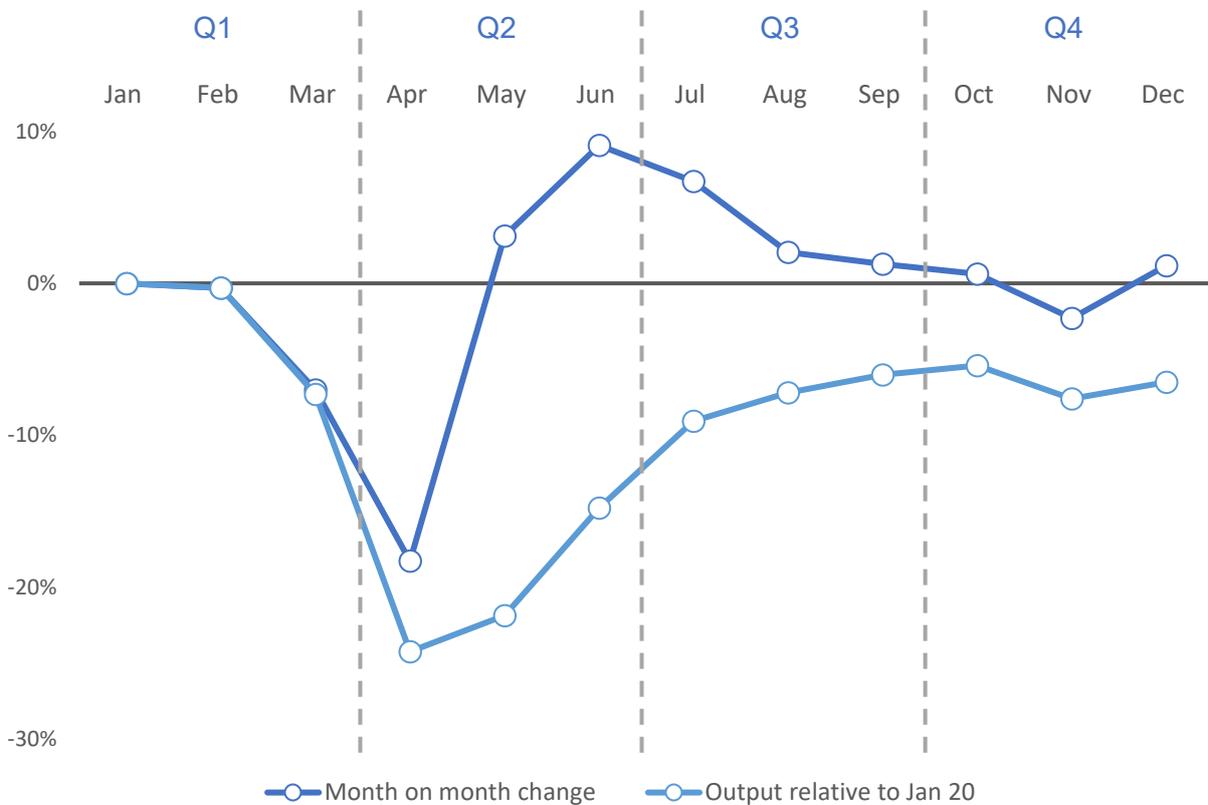
In the November response and recovery plan we set out three economic scenarios:



Source: November update of the Cambridgeshire & Peterborough Local Economic Recovery Strategy

We ruled out the V-shaped scenario of sort term return to trend output levels given tightening restrictions. **The eventual position in the fourth quarter of the year was closest to our medium case prediction.** Although quarter four included four weeks of lockdown (largely in November), and the introduction of tier four at the end of December, this didn't appear to dent output as much as might have been feared – and certainly not to the levels of the first lockdown. But it did put an end to the recovery as

is shown by looking at *monthly* output data for the UK (not reliably available at a more local level):



Source: Metro Dynamics analysis of ONS quarterly GDP data

The light blue line shows the output position for each month, relative to January. Since April, this had been consistently recovering, with the month-on-month change (dark blue line) always above zero. However, even before the second lockdown, in October, growth was slowing, (shown by the blue line returning to zero) while output was still over 5% below the start of the year. During this time, many areas, including part of Cambridge and Peterborough, were subject to escalating Tier based restrictions.

In November, growth turned negative again as the second lockdown reduced activity. The impact, however, was less severe than in April. December brought a small recovery, likely driven by Christmas sales.

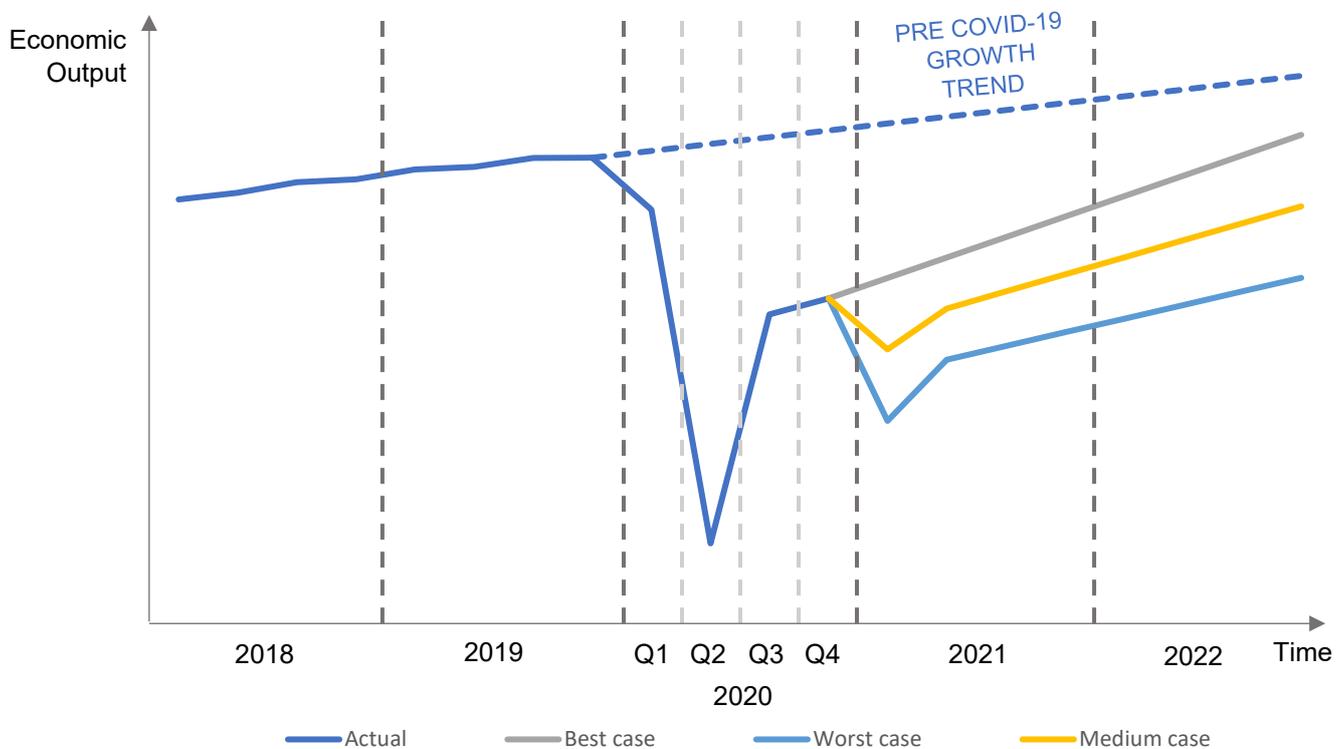
There is still much uncertainty over the future and the overall impact of the most recent restrictions and the successful vaccination programme. To reflect changes since November we have used three revised scenarios:

Best case: An accelerating recovery. In this scenario, the growth seen between Q3 and Q4 2020 continues. The vaccine rollout is successful in covering most of the adult population, and effective in reducing transmission of the virus, encouraging the Government to move faster than their original plan. Because of the spare capacity in

the economy, this growth is significantly faster than the pre Covid-19 growth trend rate, beginning to close the gap. Spurred by strong business and consumer confidence, by the end of 2022 output is higher than it was at the end of 2019, though still below the pre-crisis growth trend – indicating this is not a V-shaped recovery (an outcome that seems even more unlikely given recent data).

Worst case: Tumbling consumer confidence dents recovery. In this scenario, the three months of heavy restrictions at the start of the year depress output significantly. The outcome is still not as bad as Q2 2020, due to businesses having adapted to new ways of working. But on the demand side, concerns about new variants cause people to refrain from economic activity, having a more dampening effect than the second lockdown. As Spring arrives and moves into Summer, the virus begins to ebb, but cases of resurgence cause Government to be slow in lifting restrictions, and the continued scarring of the economy reduces overall capacity.

Medium case: A cautious return to growth. The lockdowns in Q1 and concerns about new variants cause a fall in output, but not in such a severe way as was envisaged in the worst-case scenario. As the vaccine rollout takes place, the Government moves at the pace set out in the original roadmap, with sectors of the economy opening gradually. However, by the end of 2022, output has still not caught up with levels at the end of 2019.



2.3 PHASES OF RECOVERY AND INTERVENTION

We have defined three phases of action. These will overlap and different sectors and parts of our economy may experience elements of each phase at different times. This will depend on the progress of the pandemic and the situation in different national and global markets and trading arrangements, as other countries manage their own responses.

Respond:

This phase covers our immediate response to the economic impacts of the virus itself and associated restrictions on our people and businesses. It will have lasted from March 2020 through to at least Summer 2021, as restrictions are cautiously lifted from March 2021 onwards.

Recover and Rebound:

This phase covers our reopening of the economy in stages and supporting people and businesses to continue to adjust to both the impacts of the restrictions and the changes in behaviour, markets and business models that have happened and will continue to emerge as a result. It will involve us reopening high streets, the visitor, leisure, hospitality, education and cultural sectors and encouraging safe public transport use. It is likely to last from March 2021 through into 2023.

Renewal and Future Growth:

In this phase we expect to see returns to pre Covid-19 Growth rates well established, but with significant progress towards zero carbon and the transition to new skills and technologies associated with a cleaner, more inclusive future growth.

2.4 UNCERTAINTIES

We are clear that there are major uncertainties ahead for the local, national and global economy:

Short/Medium Term (Respond and Recover / Rebound phases of LERS)

Economy	Society
<ul style="list-style-type: none">• Pathways for transition out of publicly funded financial support measures for businesses, employees and households• Path of government spending, investment and borrowing	<ul style="list-style-type: none">• Impacts on economic, social and spatial inequalities• Disruptions to public spaces and services as they return to 'new normal' patterns of regular operation (e.g. school terms, examinations, public transport timetables)

<ul style="list-style-type: none"> Continued caution by households vs running down excess savings as economy reopens Business and consumer adaptation to UK's changed trading relationship with the EU and other global partners 	
<p>Coronavirus</p> <ul style="list-style-type: none"> Mutations in the virus Global progress in controlling the pandemic Development of new vaccines, therapeutics, protective equipment 	<p>Public health policy</p> <ul style="list-style-type: none"> Duration and nature of social distancing measures Restrictions on sales, trading, movement, and international travel

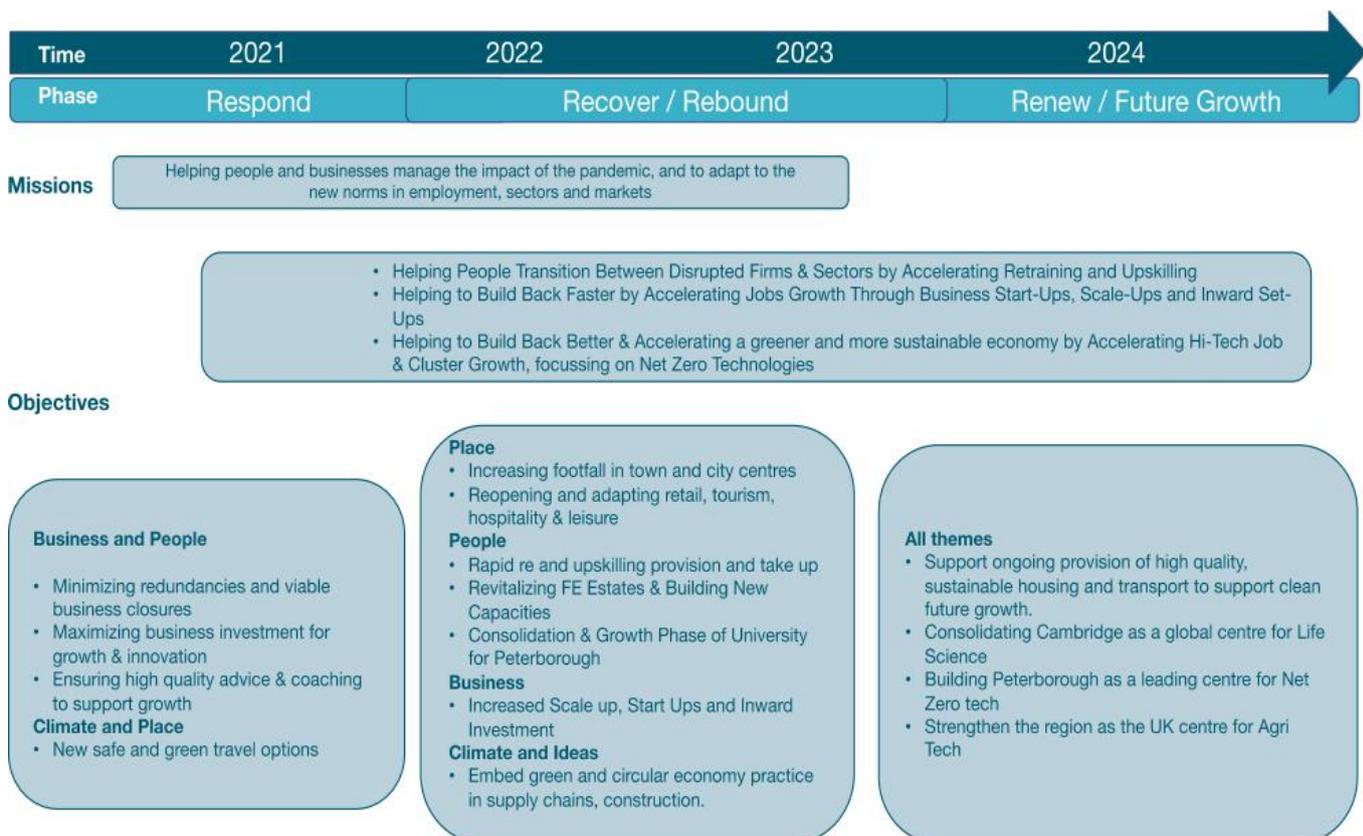
Long Term (Renewal and Future Growth phase of LERS)

<p>Economy</p> <ul style="list-style-type: none"> Reversion vs reimagining in economic behaviours (e.g. remote working; online versus high-street shopping; consumption of home-prepared food etc) Extent to which post Covid-19, post-Brexit conditions drive labour-saving automation Demand for, and design of employment spaces Structural unemployment left after output recovers and labour market stabilises Reliance on contingent labour (freelancers, ZHCs etc) as firms rebuild or change business model Sector focus of economy (e.g. on-shoring of production, shortening of supply chains, changes to UK state aid rules) 	<p>Society</p> <ul style="list-style-type: none"> Reversion vs reimagining in social behaviours (e.g. housing preferences; attendance at social functions etc) Post-pandemic fear of contagion – will this drive location of office-based work (and its associated spending) outside town and city centres Impact on self-employment as a favoured choice of work mode
<p>Coronavirus</p> <ul style="list-style-type: none"> Impact of ongoing rules and programmes of activity to manage the disease (hygiene requirements; test and trace; vaccination programmes) Indirect, delayed impacts from displaced care and self-reporting of health issues during the pandemic 	<p>Public health policy</p> <ul style="list-style-type: none"> Integration with other policy areas (e.g. social policy and welfare) Public expectations about role and powers of government to support livelihoods and business in a force majeure crisis Funding models for health and social care

3.WHERE WE WANT TO BE: MISSIONS AND OBJECTIVES

3.1 Our overall goal is to make a leading contribution to the UK’s response and future success, accelerating the recovery, healthier and more inclusive way.

We have defined clear missions for the different phases of our recovery plan and specific objectives that will show when and how our missions are achieved. These are set out below. Interventions have then been prioritised for each phase that deliver the highest impact on the relevant objectives.



3.2 LOCAL INDUSTRIAL STRATEGY AIMS.

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

- People:** Through local collaboration and strong leadership, deliver a fair and inclusive economy by empowering local people to access the education and skills needed to meet the needs of the local economy and business, both now and in the future.
- Ideas:** Ensuring that the area’s economic base grows by harnessing innovation, enhancing Cambridge’s position nationally and globally, especially

around life science, artificial intelligence and data technologies, whilst bringing innovation-based growth to Peterborough and the Fens too.

- **Business:** Accelerating and sustaining higher levels of business growth in start-ups and scale-ups, whilst attracting new and more knowledge intensive firms to our economy, to drive both growth and productivity.
- **Infrastructure:** Enhancing the current transport and housing infrastructure that is hampering growth in the south, whilst investing in commercial infrastructure to bring inclusive growth to the north.
- **Place:** Tailoring interventions to meet the needs of our cities and districts at local level.

3.3 SECTORS

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

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

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

- **Retail, Hospitality and Leisure:** Helping firms to deal with the continuing and long-term social distancing and behaviour change, especially in the Visitor Economy.
- **Construction:** Helping firms to adapt to a new commercial market as businesses adopt remote working longer-term, helping developers stimulate demand in the homeowner market and creating new demand through infrastructure investments.
- **Transport:** Helping operators to shift current public perception of mass-transit safety that threaten a structural shift in the commercial operation of public transport
- **Education:** Supporting HE and FE to transition permanently towards greater digital delivery for remote learning, embracing more business model innovation to harnesses blended learning to embed more of the curriculum in businesses.
- **General Manufacturing:** Helping firms deal with the disruption in their supply chains, the slow recovery in demand and the potential impacts of a no deal Brexit.
- **Health & Care:** Early indications were that there was likely to be greater demand for health care professionals, potentially on the back of more people being supported in the community and greater use of technology – trends that were well evidenced in health care pre Covid-19 but which are likely to now accelerate, potentially creating additional health and care jobs, construction and education roles (associated with retraining).

1. ACTION AND INTERVENTIONS - HOW WE WILL GET THERE

4.1 GOVERNMENT RESPONSE

Across Cambridgeshire and Peterborough, a huge range of actions by partners has already contributed to supporting the economy during the pandemic. Many continue to be important to the ‘Respond’ and ‘Recover/Rebound’ phases of the LERS. The actions to deliver this strategy take account of these interventions, either by adding local focus and value to them, or by identifying gaps and opportunities for additional support.

Summary of Government Response:

<p><u>Wage and income support</u></p> <ul style="list-style-type: none"> • Coronavirus Job Retention Scheme (CJRS) • Self-Employed Income Support Scheme (SEISS) • Statutory sick pay support • Tax credits automatic renewal and relaxation of hours rules 	<p><u>Welfare</u></p> <ul style="list-style-type: none"> • Universal credit - minimum income floor • Weekly Universal Credit increased by £20 • Weekly tax credit increased by £20 • Employment and support allowance: removing 7 day wait • Local Housing Allowance measures • Stopping all health assessments and job centre appointments • Stopping conditionality reassessments
<p><u>Business grants</u></p> <ul style="list-style-type: none"> • Small business grant schemes • Business rates package • Job Retention Bonus – for employers of furloughed staff brought back to work • Local and Additional Restrictions Grants 	<p><u>Business loans and guarantees</u></p> <ul style="list-style-type: none"> • Coronavirus business interruption loan scheme (CBILs) • Coronavirus large business interruption loan scheme (CLBILs) • Bounce Back Loan Scheme (BBLS) • Covid-19 Corporate Financing Facility (CCFF) • Support for start-ups (Future Fund and Innovate UK) Trade credit insurance
<p><u>Tax</u></p> <ul style="list-style-type: none"> • VAT deferral • Temporary reduced rate of VAT for hospitality, holiday accommodation and attractions • Self-assessed income tax deferral • HMRC Time To Pay (TTP) arrangements • Import duty exemptions for medical products • Domestic VAT reverse charge for construction services – delay • Off-payroll working: delay extension of IR35 to private sector by 1 year 	<p><u>Other measures</u></p> <ul style="list-style-type: none"> • ‘Eat Out To Help Out’: vouchers to support spending in food establishments • Apprenticeship Recovery Package: wage subsidies for apprentices • Kickstart - wage, employer NI and pension subsidies for new jobs filled by 16- to 24-year-olds on Universal Credit • Traineeship employer incentives to support a young person access a skills development programme and gain work experience. • DWP Midlife MOT: A service aimed at those age 50+ that will offer information on a range of issues, including health, pensions, retraining and retirement.

4.2 HOW WE WILL GET THERE: OUR INTERVENTIONS

In the November Local Economic Recovery Strategy, we prioritised interventions, focussing on the delivery of those that were funded and had the biggest impact on Covid-19 response and early recovery.

We also identified longer term projects, including those where funding was not in place and the benefits were less certain. Since November we have carried out further development work on those long-term interventions and also delivered the enhanced business support and grant schemes that were put in place by Government and local partners in response to the January 2021 national restrictions.

As we move towards cautious reopening of the economy, we are committed to continuing to invest in the major interventions that will underpin longer term competitiveness, productivity and the transition to zero carbon.

We have therefore now grouped our interventions into two categories:

1. Actions we are taking now:

These are interventions which are funded, approved and are either already being delivered or which will be delivered during the Recover and Rebound Phase. We have not included locally led delivery of nationally funded support schemes for the response phase, these are summarised in the table on the previous page.

2. Longer term:

These are the interventions which are needed to underpin longer term renewal and future green growth, for which we will need additional Government investment in the period ahead.

Impact assessment methodology

We have further refined our indicative assessment of the impact of each intervention to reflect the longer than originally anticipated response phase and our gradual move during 2021 from a “Response” phase to “Recovery and Rebound” and then, in the longer term to “Renewal and Future Growth” 1 is lower impact and 3 is higher. It is important to note that many projects have higher impact in some phases than others. This should be a strength not a weakness. It means they are targeted at a specific need or opportunity. Some projects also score relatively low, simply because they were immediate recovery projects and relatively small scale - but again, that does not mean that they were not worth doing.

ACTIONS WE ARE TAKING NOW - FUNDED SHORT AND MEDIUM TERM INTERVENTIONS

No.	Description	Funding / Lead	Impact on Recover and Rebound	Impact on Renew and Future Growth	Delivery Timetable	Comments	Intervention theme / LIS aims
1	A TOTAL OF £29M INVESTMENT INTO NEW BUSINESS GROWTH SERVICE TO DELIVER REBOUND & GROW COACHING SERVICES	BGS APPROVED AND FUNDED	3	3	From February 2021	As the scale of scaring on businesses become clear, the growth service may have to focus on helping firms access financial support ahead of ambitions for long-term growth	Business
2	£4M OF TARGETED INVESTMENT INTO NEW INWARD INVESTMENT SERVICE TO ATTRACT MORE FIRMS GCP WORKING WITH THIS NEW SERVICE THROUGH CAMBRIDGE & TO FURTHER INCREASE IMPACTS ONTO GREATER CAMBRIDGE	BGS APPROVED AND FUNDED	2	3	From February 2021	While the outlook remains uncertain, firms may be cautious about making major new investments. At the same time, competitor areas globally are also ramping up their efforts to secure investors.	Business

No.	Description	Funding / Lead	Impact on Recover and Rebound	Impact on Renew and Future Growth	Delivery Timetable	Comments	Intervention theme / LIS aims
3	£18M EQUITY INVESTMENT INTO THREE NEW LIFE SCIENCE AND TRANSPORT TECH-ACCELERATORS	LGF APPROVED AND FUNDED	2	3	From February 2021		Ideas / Business
4	£500K OF CAPITAL GRANTS & START-UP ADVICE FOR EMPLOYEES & DISPLACED WORKERS TRANSITIONING TO ENTREPRENEURSHIP	BGS APPROVED AND FUNDED	3	3	From February 2021	-	People
5	FOCUSING RECOVERY & GROWTH WHERE IT CAN IMPROVE HEALTH & WELLBEING MOST	EXPANDED ACTIVITY WITHIN BGS	1	3	From February 2021	-	People
6	£30M INVESTMENT INTO A NEW UNIVERSITY FOR PETERBOROUGH (PHASE 1) PLUS FURTHER £20M INVESTMENT INTO R&D CENTRE (PHASE 2)	APPROVED AND FUNDED BY CPCA, LGF, ARU AND PCC	2	3	From March 2021 (Bid to Government in Spring 2021)	Many of the courses offered will not be easily deliverable online, so delivery will need to virus resurgence may challenge delivery	People

No.	Description	Funding / Lead	Impact on Recover and Rebound	Impact on Renew and Future Growth	Delivery Timetable	Comments	Intervention theme / LIS aims
7	£2.5M INVESTMENT TO INCREASE SKILLS CAPACITY IN THE CONSTRUCTION SECTOR TO SUPPORT A BOOST IN INFRASTRUCTURE INVESTMENT	LGF APPROVED AND FUNDED	3	2	Underway	-	Business
8	CONNECTING DISPLACED TALENT	BGS APPROVED AND FUNDED	3	1	Underway	-	People
9	£125K INVESTMENT INTO MORE RESOURCES INTO SCHOOLS TO BETTER CONNECT LEAVERS WITH JOBS	BGS AND CAREERS AND ENTERPRISE COMPANY – APPROVED AND FUNDED	3	1	Underway	-	People
10	LEVERAGING THE ADULT EDUCATION BUDGET TO IMPROVE DIGITAL SKILLS	AEB APPROVED AND FUNDED	3	1	Underway	-	People
11	£450K OF INNOVATE TO GROW GRANTS FOR SMALL FIRMS WITH BIG IDEAS	BGS APPROVED AND FUNDED	3	2	Underway	-	Ideas/ Business

No.	Description	Funding / Lead	Impact on Recover and Rebound	Impact on Renew and Future Growth	Delivery Timetable	Comments	Intervention theme / LIS aims
12	£5M INVESTMENT INTO NEW MANUFACTURING & AGRI-TECH INNOVATION LAUNCH PADS	£5M LGF APPROVED AND FUNDED £20M APPROVED AND FUNDED BY GBF, PCC AND PHOTOCENTRIC	3	3	Underway	-	Ideas
13	£715K INVESTMENT INTO A SMART MANUFACTURING ASSOCIATION IN THE NORTH OF THE ECONOMY	LGF APPROVED AND FUNDED	1	3	Underway	-	Business
14	TOWN CENTRE AND HIGH STREET REOPENING, INCLUDING THINK LOCAL PROMOTIONS	LA FUNDED IN HUNTINGDONSHIRE AND FENLAND	3	2	Underway		Place
15	£100M INVESTMENT IN HOUSING MARKET INNOVATION	CPCA APPROVED AND FUNDED	1	2	Underway and ongoing	Possible developers may have a lower appetite for trying new products if pessimistic about the future	Place / Infrastructure

No.	Description	Funding / Lead	Impact on Recover and Rebound	Impact on Renew and Future Growth	Delivery Timetable	Comments	Intervention theme / LIS aims
16	CONTINUED AND ACCELERATED DELIVERY GCP TRANSPORT PROGRAMME, TRANSFORMING TRAVEL AROUND AND TO GREATER CAMBRIDGE	GCP LED. £200M UNLOCKED THROUGH AUTUMN GATEWAY REVIEW	2	1	Underway		Place / Infrastructure
17	SMART CAMBRIDGE PROGRAMME – EMBEDDING DIGITAL TECHNOLOGY TO SUPPORT DEMAND FOR PUBLIC TRANSPORT				Underway		Place / Infrastructure
18	£13.9M OF INVESTMENT TO SUPPORT FOR CITY & TOWN CENTRES TO REBOUND	CPCA APPROVED AND FUNDED	3	1	Underway	Town centre recovery will need to be carefully linked to longer term changes in consumer behaviour and business models.	Place
19	GUARANTEED TRAINING & INTERVIEWS FOR JOBS IN HEALTHCARE & CONSTRUCTION (SECTOR BASED WORK ACADEMIES PILOT)	DFE APPROVED AND FUNDED	3	1	Underway	-	People

No.	Description	Funding / Lead	Impact on Recover and Rebound	Impact on Renew and Future Growth	Delivery Timetable	Comments	Intervention theme / LIS aims
20	NEW FUNDING FOR TRAINING FOR SCHOOL & COLLEGE LEAVERS UNABLE TO FIND A JOB	DFE APPROVED AND FUNDED	2	1	Underway	-	People
21	JOB CLUBS – UPSKILLING VOLUNTEERS TO DELIVER SERVICES AND SUPPORT TO THE UNEMPLOYED ACROSS THE DISTRICT	HUNTINGDONSHIRE	3	2	Underway		People
22	£80.1K INVESTMENT INTO LOCAL PILOTING OF A NEW RETRAINING SCHEME	DFE APPROVED AND FUNDED	3	1	Underway	Some uncertainty as to new growth sectors and professions post Covid-19	People
23	CAMBRIDGESHIRE COUNTY COUNCIL TRANCHE 1 and 2 ACTIVE TRAVEL SCHEME PROJECTS.	AP	2	2	Underway		Infrastructure / Place

No.	Description	Funding / Lead	Impact on Recover and Rebound	Impact on Renew and Future Growth	Delivery Timetable	Comments	Intervention theme / LIS aims
24	GREATER CAMBRIDGE HOUSING STRATEGY AND AFFORDABLE HOUSING DELIVERY ACTIONS.	SCDC AND CITY	3	3	Underway		Infrastructure / Place
25	ESTABLISH NEW BUSINESS SUPPORT AND ECONOMIC DEVELOPMENT CAPACITY IN SCDC AND CITY TO SUPPORT RESPONSE AND RECOVERY / REBOUND	SCDC AND CITY	2	2	Underway		Business
26	CAMBRIDGESHIRE COUNTY – FIBRE DUCTING BY DEFAULT ON ALL INFRASTRUCTURE SCHEMES	CAMBRIDGESHIRE COUNTY			Underway		Infrastructure
27	£1M CPCA DIGITAL INFRASTRUCTURE PROGRAMME “KEEPING EVERYONE CONNECTED”	CPCA APPROVED AND FUNDED	3	1	Underway		Infrastructure

LONGER TERM INTERVENTIONS FOR WHICH WE NEED FURTHER INVESTMENT

No	Description	Funding	Impact on Recover and Rebound	Impact on Renewal and Future Growth	Timescale	COMMENTS	Intervention theme / LIS aims
L1	<p>MAJOR INNOVATION PROJECTS – PROSPECTIVE OXCAM GROWTH DEAL BID 2023-25</p> <p>INC: EXPANSION OF WHITTLE LAB AT UOC – SUSTAINABLE JET PROPULSION</p> <p>UOC AND ASTRA ZENECA IMNOLOGY CENTRE</p>	PROPOSED ACTIVITY FUNDED FROM OXCAM ARC	1	3	<p>From 2023/24</p> <p>From 2024/25</p> <p>From 2022/23</p>	Major opportunities to lock in UK global leadership in Life Sciences and future aerospace. Low impact on recover simply reflects funding timescales.	Ideas
L2	CITY CENTRES AND TOURISM / CULTURE AND LEISURE PROGRAMME	SPF (CPCA, CITY and BID	3	3	Potential bid to Government in 2022-24	Social distancing into the longer term may make it very challenging for the creative sector to recover, but demand likely to be high, including from increased UK based tourism.	Place
L3	NEW MARKET TOWNS RENEWAL PROGRAMME 2023-25.	SPF	3	3	Current Phase underway (new phase potential bid to	Future Funding Certainty will increase confidence in the short term. Evidence some	Place

					Government in 2022-24)	market towns well placed post Covid-19	
L4	PETERBOROUGH STATION QUARTER – NEXT PHASE	LUF	2	3	Potential bid to Government in 2022-24		Place
L5	FENLAND ADVANCED MANUFACTURING CLUSTER	LUF	2	3	Potential bid to Government in 2022-24		Business / Place
L6	WISBECH DEVELOPMENT ENTERPRISE	LUF	2	3	Potential bid to Government in 2022-24		Business / Place
L7	UNIVERSITY OF PETERBOROUGH RESEARCH ASSETS AND EXPANSION	LUF	2	3	Potential bid to Government in 2022-24		Ideas / Business
L8	FE CAPACITY BUILDING PROGRAMME, 2023/25 COORDINATED BID FROM FE COLLEGES ESP ON ADDRESSING SKILLS DEPRIVATION IN THE NORTH AND TECHNICAL SKILLS CAPACITY IN THE SOUTH	FE Capital Transformation Fund	3	3	Potential bid to Government in 2022-24	Availability of future FE capital will support wider confidence and skills investment.	People
L9	FRAMEWORK FOR SUSTAINABLE ECONOMIC DEVELOPMENT	PROPOSED BY CAMBS COUNTY COUNCIL - FUNDING TBD	2	3	Ongoing	-	Business / Place
L10	RESOURCE AND WASTE CIRCULAR ECONOMY BUSINESS MODELS	PROPOSED BY CAMBS COUNTY	2	3	Ongoing	-	Business / Place

		COUNCIL - FUNDING TBD					
L11	START UP AND SCALE UP INCUBATOR AND ACCELERATOR PROGRAMME, INCLUDING DIGITAL ADOPTION / EZ DEVELOPMENT	SPF	2	3	Potential bid to Government in 2022-24	-	Business
L12	ADVANCED DIGITAL INFRASTRUCTURE FOR ACCELERATORS AND INCUBATORS	SPF	1	3	Potential bid to Government in 2022-24	Low score in Rebound and Recover just reflects timescales for delivery	Business / Infrastructure
L13	BUSINESS EXPANSION AND LANDING PROGRAMME –INWARD AND BUSINESS INVESTMENT SUPPORT – REFLECTING CAMBRIDGESHIRE & PETERBOROUGH GLOBAL COMPETITIVENESS	SPF	3	3	Potential bid to Government in 2022-24	Businesses taking decisions now that will have long term spatial consequences globally. Real first mover advantage with short term impacts as well as longer term	Business

4.3 DELIVERY: THE NEED FOR PARTNERS IN GOVERNMENT TO INVEST

In partnership with the UK Government

Whilst designed for the Cambridgeshire & Peterborough economy, taking into consideration the strengths, weaknesses, opportunities and threats for each of our three sub-economies this strategy recognises that there are complementary challenges and plans above and below our scope of operation.

Centrally, the UK Government has produced its **National Economic Recovery Strategy** and we have worked intensively with Ministers, as well as officials in the Whitehall Economic Recovery Working Group, and partners in the M9 Group of Mayoral Combined Authorities and the LEP Network to input into that strategy.

CPCA and its partners understand that UK-level plans and funding streams for economic development are evolving. The post Covid-19, post-Brexit context is different from when the first national industrial strategy was published in 2017. Events since then have accelerated some existing trends and introduced others. There are new drivers of policy, new opportunities and challenges.

The LERS accounts for this by aligning with the big-picture themes of national focus: from supporting businesses to adapt to new international trade rules to accelerating jobs growth in our technology champions in Life Sciences, Digital, Advanced Manufacturing & Materials and Agri-Tech; from investing more to green our economy to supporting the young people whose career prospects were hit hardest by the pandemic.

In partnership with local authorities and the GCP

Locally, councils and the GCP have or have planned to produce city, town or district recovery plans and each of these partners has worked to co-create the LERS to ensure it complements theirs and adds value to them through the additional resources that the Combined Authority can bring to bear, both directly and through the influence of the Mayor in central government and through the M9. Within local areas the engagement with town councils particularly on reopening the high street and parish councils on supporting local communities will be important.

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

In partnership with pan-regional partners, the OxCam Arc

Regionally, the OxCam Arc has produced an Arc Economic Prospectus for recovery, and the Combined Authority has been working through the Arc's structures, and especially with the three LEPs and universities group to formulate and agree this. The prospectus, builds on the vision for the Arc, contained within all four constituent Local Industrial Strategies for the Arc, and amplifies the themes in our Recovery

Strategy, to bring together greater levels of resource to ensure recovery here and across the Arc is built on growth that is:

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

CAMBRIDGESHIRE & PETERBOROUGH

LOCAL ECONOMIC RECOVERY STRATEGY:

APPENDIX 1 – INTERVENTIONS EXPLAINED

NB: THIS APPENDIX PROVIDES FURTHER DETAILS ON A NUMBER OF INTERVENTIONS IN THE LERS - MANY OF WHICH ARE SUBJECT TO ONGOING DEVELOPMENT

In the November Local Economic Recovery Strategy, we prioritised interventions, focussing on the delivery of those that were funded and had the biggest impact on Covid response and early recovery.

We also identified longer term projects, including those where funding was not in place and the benefits were less certain. Since November we have carried out further development work on those long term interventions and also delivered the enhanced business support and grant schemes that were put in place by Government and local partners in response to the January 2021 national restrictions.

As we move towards cautious reopening of the economy, we are committed to continuing to invest in the major interventions that will underpin longer term competitiveness, productivity and the transition to zero carbon.

We have therefore now grouped our interventions into two categories:

1. Actions we are taking now:

These are interventions which are funded, approved and are either already being delivered or which will be delivered during the Recover and Rebound Phase. We have not included locally led delivery of nationally funded support schemes for the response phase, these are summarised in the table on the previous page.

2. Longer term:

These are the interventions which are needed to underpin longer term renewal and future green growth, for which we will need additional Government investment in the period ahead.

ACTIONS WE ARE TAKING NOW

1. A New Rebound & Growth Coaching Service

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

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

2. A New Inward Investment Service to Attract More Firms

A new service to strengthen the economic “bounce” in our economy by targeting and engaging not just international foreign investors, but also national firms. These businesses are currently adapting to greater remote working, and downsizing their premises requirements (in both terms of space and costs). This possibly permanent shift to more remote working, will create a large population of firms in transit, between premises and potentially towns and cities. These will include high potential firms, that we should engage and build tailored packages of support for, based on

the many elements of this recovery strategy. This will be a free of charge service to SMEs and offered commercially to large international investors to: “Attract, Develop, Deliver and Support firms to relocate into our economy. This £4m investment from the CPCA, will replace a much smaller, pre-Covid-19 service that operates only in Peterborough, and will operate a tiered model to attract regional relocations into The Fens, national relocations into Greater Peterborough and global relocations into Greater Cambridge. The Covid-19 adapted service is expected to generate over 1,200 new jobs during the rebound phase of recovery. This Inward Investment service will work together with the Department for International Trade, to develop and promote a strong brand for our two core cities that represent our unique proposition. It will set out how our individual industry clusters work together to create a whole that is significantly greater than the sum of its parts. This brand will also promote the area’s quality of life offer, the diversity of towns and cities, and the opportunities for communities and businesses to locate here.

3. Three New Life Science and Transport Tech-Accelerators

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

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

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

Post Covid-19 labour market conditions, created by a significant increase in displaced workers coupled with a contraction in job opportunities will produce fierce competition for new, re-growth jobs. However, large-scale re-employment could also

be supported by encouraging entrepreneurialism and self-employment with both young adults as well as mature, displaced workers.

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

From a financing perspective, Young Adults over recent years have faced similar challenges to establish themselves on the Housing Market but have successfully done so through programmes such as Help to Buy/Shared Ownership/Parental Guarantees etc. Similar models could be explored and developed locally, in partnership with HMG and HMRC to grant finance start-ups, alongside local interventions such as business rate discounts and local capital equipment grants.

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

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

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

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

6. A New University for Peterborough

Phase 1

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

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

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

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

for adults will be developed to ensure that the opportunities offered by the new University can be maximised to the benefit of local business and people.

Phase 2

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

7. Increasing Skills Capacity in the Construction Sector

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

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

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

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

As well as supporting the “Class of 2020” into employment right now, we need to build for the future by much better connecting careers guidance in schools to the local labour market. Young people coming through school need to be provided with a clear line of sight to the range of options available to them, and employers need a better pipeline of homegrown talent ready to fill the jobs that our local economy will be generating. The improvements and enhancements to careers advice in schools in this strategy, are drawn from the Cambridge Ahead report¹.

This research finds that there is significant disconnect between career guidance in schools and the workplace. If not addressed this disconnect will continue to undermine recovery. Addressing the disconnect needs to focus on the capacity of schools themselves, and the ways providers and employers can support schools to do more. More resources will be channelled into schools to better connect leavers with jobs through:

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

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

- To ensure all schools to have a dedicated careers leader to coordinate career guidance and access to funding for improved guidance.
- To raise awareness and understanding amongst teachers and staff of technical education pathways for learners, giving them equal emphasis.

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

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

10. Leveraging the Adult Education Budget to Improve Digital Skills

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

Underspends from the first year of devolved Adult Education Budget were being matched with Local Growth Fund in a new £660,000 Innovation Fund to improve digital access, connectivity and devices for those that need it most, along with a call

for innovative new ways of delivering the education and skills in a changing environment.

This fund is to be used by the existing AEB Adult and Community Learning (local authority), colleges and independent training providers to finance the costs of digital transformation within FE delivery, through capital grants for IT equipment, as well as revenue funding for additional staff to adapt courses for remote delivery and provide rapid response for redundancies.

Subject to approval, an Innovation Fund will be created for 2021/22, following evaluation of the 2020/21 year, with a focus on COVID-19 recovery.

12. New Manufacturing & Agri-Tech Innovation Launch Pads

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

The centres will include:

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

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

Manufacturing is a key sector in Cambridgeshire/Peterborough's economy, as recognised within CPIER/Local Industrial Strategy. Manufacturing produces 13% of

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

- East of England Science & Innovation Audit through focusing on advanced manufacturing and identifying cross sector opportunities with developing sectors such as Agritech.
- Make UK AME Growth through focusing on accelerating productivity and innovation, and through providing businesses with the individual support they need as each business moves along its journey.
- Clean Growth Strategy in considering the opportunities and implications in growing in a sustainable and viable manner. Supporting businesses move from embracing green behaviours to smart technologies and ultimately develop low carbon products and services.

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

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

14. Town Centre and High Street Reopening, including promotions to think and spend locally.

Local Authorities have put in place a range of supports intervention measures for a Covid-19 secure reopening of high streets and town centres, including:

- Effective and coordinated social distancing
- Enhanced cleaning and hygiene
- Changes and improvements to physical infrastructure
- Clear unambiguous guidance to businesses and visitors.

15. Stimulating the Housing Market - £100k Homes

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

As the market for private sale units shrank with higher risk and uncertainty about the volume of sales, anticipated sale prices and any profit that might be achieved, housebuilders downsized their operations to match. The effect was the loss of capacity and production. However, the CPCA's current £100k Homes programme could be expanded and harnessed to encouraging housebuilders to keep building at higher rates, at least temporarily for 1-2 years to build majority or wholly affordable housing schemes instead of market housing.

This would allow developers the opportunity to complete (and still start) building market units and convert them to a shared ownership or affordable rental tenure. Such a scheme would maintain developers cashflows, contractors' workloads and provide continuity for the housing market whilst simultaneously increasing the overall long-term pool of affordable housing and maintaining overall economic activity from the housing sector, avoiding the worst excesses of a contraction of the housebuilding industry. An even more powerful stimulus is being pursued by the CPCA to deliver potentially three new garden towns linked to the Mayors proposed Cambridge Autonomous Metro scheme. Each scheme could deliver approximately 6,000 new houses, including affordable houses & commercial space, all connected by the CAM. This would require around £20m over the next few years to harness the delivery expertise and leadership of the private sector and demonstrating public-sector commitment to attract private investment.

16. GCP Transport Programme

We are accelerating delivery of the GCP transport, Immediate measures (ETROs) to respond to need for more space for pedestrians and cyclists to travel during pandemic, supporting people and businesses to restart/recover.

18. Support for City & Town Centre Firms to Rebound

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

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

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

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

23. Local Piloting of a New Cambridgeshire & Peterborough Retraining Scheme

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

- **Engineering/ Advanced Manufacturing** - Working with Marshall Cambridge and their supply chain to create **50 Apprenticeships and 30 Adults** retraining in Engineering.
- **Health and Care** - Working with Cambridgeshire & Peterborough NHS Trusts to create **100 new entrant jobs** for those displaced to retrain into Health and Care sector.

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

28. CPCA Digital Infrastructure Programme “Keeping Everyone Connected”

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

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

LONG TERM INTERVENTIONS

L1. Major Innovation Projects in Greater Cambridge

Coordination of bids from our key science and research organisations to ensure Cambridgeshire & Peterborough play a substantial role in any largescale investment by Government into the OxCam Arc, including:

- Expansion of the University of Cambridge Whittle Lab to develop sustainable jet propulsion systems working in partnership with local manufacturers
- Expansion of the University of Cambridge Life Science Laboratories around immunology working in partnership with Astra Zeneca

L2. City Centres & Tourism Programme

The Towns Fund will be subsumed into the Levelling Up fund, and a bid from Cambridge is possible, but will need to be argued well, on the basis it will struggle against a levelling-up agenda. However, ideas for investment around culture, leisure and tourism are in early stages of development with the City Council and Cambridge BID, and with the help of the CPCA around that sector's impact on employment drawn from the surrounding area within the wider economic context could strengthen the case.

L3. Market Towns Programme

The Future High Streets Fund will be subsumed into the Levelling Up fund, and bids to improve high streets and public realm to promote recovery and growth, like those through the CPCA Market Towns Programme could be developed into a multi-year programme and match funded by gainshare from Mayoral/Devo funds (as a potential roll-on of the Mayors Market Towns Fund). These could include current Local Authority ideas for:

- Regeneration of the Bus Station quarter in Huntingdon and St Neots Market Place.
- Further enhancements to town centres as part of the Growing Fenland Towns plan.
- Others to be confirmed in dialogue with LA officers.

The next interventions L4-L7 could be subject to co-ordinated bids to the Levelling Up fund:

L4. The Peterborough Station Quarter – which is about to receive £30m of investment from Network Rail and LNER, which will free-up the current car park for development.

L5. Fenland Advanced Manufacturing Cluster – around which early Officer dialogue is helping to formulate ideas for an expansion of an Advanced Manufacturing Park, centred on Chatteris and Metalcrafts with a focus on attracting inward investors to develop a nuclear sector cluster, including an incubator, inward investor landing fund and expansion of a cluster skills training centre, already established as a partnership between Metal Craft and inward investing FE provider.

L6. Wisbech South Development Enterprise Company – as a special purpose vehicle to manage a revolving loan fund to acquire business park development sites, partner to develop them and collaborate with the CPCA Inward Investment Agency to attract firms into them, to benefit from planned improvements to the A47 and provide manufacturing sites for technologies developed within the evolving Peterborough Net Zero Research Cluster on the University Campus.

L7. The university of Peterborough – which has been firmly established but needs to be expanded to reach commercially sustainable critical mass, including two more teaching buildings, an R&D programme and a second research building to ensure future graduate volumes are matched with higher level job creation to provide employment locally.

FE Capacity Building Programme

L8. Coordination of bids from FE Colleges into the FE Capital Transformation Fund (FECTF), especially around addressing the skills deprivation in the north and skills capacity gaps in the south (lab technicians and construction)

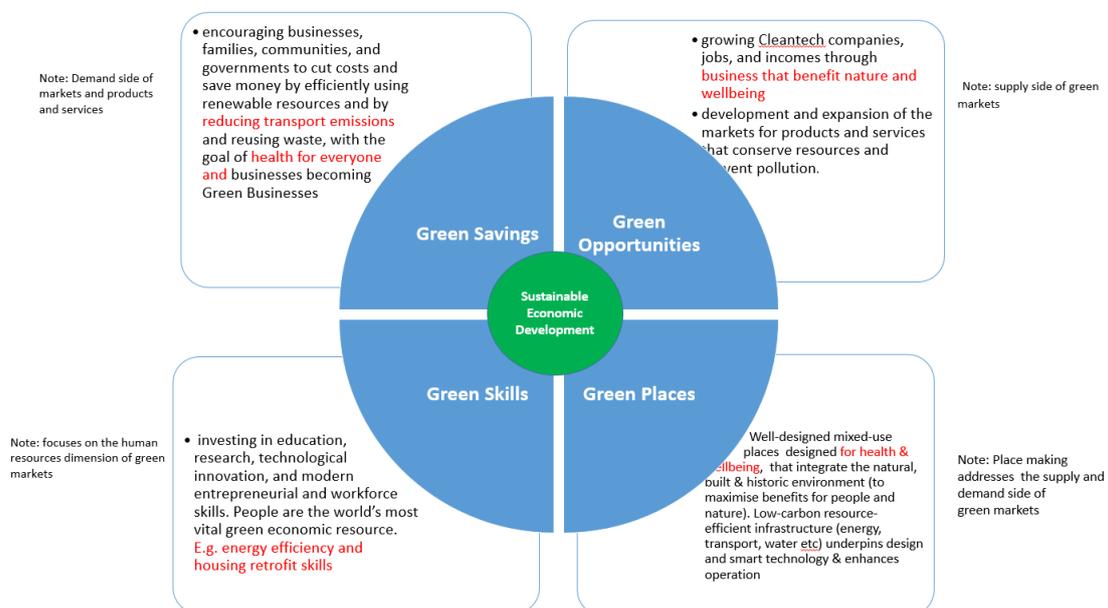
- Cambridge - Cambridge Regional College are submitting a proposal to enhance their campuses in Cambridge City and Huntingdon, by improving the building condition, environmental performance of the estate, workshop teaching space and equipment. An enhancement of the following curriculum areas: Digital, Construction Skills (for Green industries - heating and retrofit), electric vehicle diagnostic and maintenance.
- Peterborough - Peterborough College are developing a proposal for Green Skills Technology Centre utilising £2m from the Towns Fund and leverage of a potential £8m from FECTF.
- Peterborough - Development of a Centre of Excellence for Science, Health and Social Care, training for specialist roles in adult social care, rehabilitation, counselling, therapy, mental health, wellbeing and nutrition.

- Peterborough - Enhancement of training facilities and capacity for the delivery of vocational pathways into employment for young adults with Special Educational Needs and Disabilities.
- Peterborough – Investment of £1m of SPF into a T-Level Training Centre in the town centre and connected into progression to university through ARU.
- Huntingdon – Further development of construction sector skills facilities and partnering with an inward investing college to develop the iMET centre.
- Wisbech - Development of plans already agreed with College of West Anglia for improvements to the town campus.

L9. A Framework for Sustainable Economic Development

Sustainable recovery policies offer several advantages in spurring growth during economic downturn. In comparison to traditional fiscal stimulus, which maintains business-as-usual GHG emissions, green projects can create more jobs, deliver higher short-run fiscal multipliers and lead to higher long-run cost savings. Similarly, construction projects, like insulation retrofits and building wind turbines, are less susceptible to offshoring than traditional stimulus measures. In the long term, as the operation and maintenance of more productive renewable technologies makes them less labour intensive, they generate higher long-run multipliers arising from energy cost savings; with obvious flow-on effects to the wider economy.

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



L10. Resource and Waste Circular Economy Business Models

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

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

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

L11. Start-Up & Scale-Up Incubator & Accelerator Programme

Re-purposing commercial space left redundant by changing major office demand, linked to a forecast increase in start-ups and entrepreneurial activity as individual transition post Covid and into new markets and zero carbon opportunities, provide a real opportunity and demand. To be met by potentially 3 new incubator centres and 3 accelerators, to further drive scale up and start up success in our renew and future growth phases.

L12. Advanced Digital Infrastructure Deployments to Support Accelerators and Incubators

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

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

L13. Business Expansions & Landings Programme

A programme fund to which existing firms in our region might apply for major expansions of their operations and to use to attract high value inward investors, by sharing the costs of establishing in the UK and our region. Candidate business already expressing interest include a medical equipment manufacturer with ambitions to expand significantly in our region and in particular into some of our levelling-up locations.

UK BUDGET 2021 Summary

'Protecting the Jobs and Lives of the British People'

The Government announced its [Budget](#) on 3 March 2021. Here are key excerpts from the budget that are relevant to businesses in Cambridge & Peterborough.

– Paul Webster, Growth Works Programme Director

Overview – Building back better:

The government is committed to stimulating private sector investment to create jobs, develop hubs of innovation, and revitalise local areas and regions across the UK. The package of measures announced at the Budget will **protect jobs, support businesses and boost output** over the short term.

While many firms have been hit hard by the pandemic, data suggests that in aggregate **firms accumulated additional savings** of close to £100 billion between March and December 2020. The cost of corporate borrowing from banks was also down to 1.9% in December 2020 from 2.7% in January 2020.

Economic growth was stronger at the end of last year than the OBR expected in their November forecast, with output ending the year 6.3% below its February 2020 level, around 1 percentage point higher than originally estimated.

Following an expected 3.8% fall in GDP in the first quarter, **GDP is expected to increase by 3.9% in the second quarter** and is then by 3% and 3.3% in the third and fourth quarters. Annual growth is expected to be 4% in 2021.

While the **unemployment rate is expected to peak in the fourth quarter of this year**, at 6.5%, this is 1 percentage point below the peak in the OBR's November forecast. The unemployment rate then falls to 4.4% at the end of 2024.

The OBR judge the temporary increase to **capital allowances announced** at Budget will increase the level of business investment by approximately 10% at its peak in 2022-23, equivalent to around **£20 billion per year**.

The Budget recognises that **innovative, fast-growing firms will likely be a key driver of future growth** – despite accounting for less than 1% of UK companies, such firms add £1 trillion to the UK economy. The Budget includes several measures to support these firms, including:

- support for SMEs to boost their digital and management capabilities
- a UK Infrastructure Bank with £12 billion of equity and debt capital to finance local authority and private sector infrastructure projects across the UK
- a new £375 million fund to help scaleup the most innovative, R&D intensive businesses

These actions will also help spread opportunity across the UK, achieving the government's ambition of levelling up every part of the country. They will also be crucial

to supporting the government's **vision for a Global Britain** and contributing to the transition towards a **net zero society**.

Support for jobs:

- **High quality traineeships for young people** – The government will provide an additional £126 million in England for high quality work placements and training for 16-24 year olds in the 2021/22 academic year. Employers who provide trainees with work experience will continue to be funded at a rate of **£1,000 per trainee**.
- **Payments for employers who hire new apprentices**, extend and increase the payments made to employers in England. Employers who hire new apprentices between 1 April 2021 and 30 September 2021 will receive **£3,000 per new hire**.
- **Supporting apprenticeships across different employers** – The government will introduce and expand **portable apprenticeships** to enable people who need to work across multiple projects with different employers to benefit from the high quality long-term training.

Support for businesses to recover:

- From 6 April 2021 the **Recovery Loan Scheme** will provide lenders with a **guarantee of 80% on eligible loans between £25,000 and £10 million** to give them confidence in continuing to provide finance to UK businesses.
- The government will provide '**Restart Grants**' in England of **up to £6,000 per premises for non-essential retail** businesses and **up to £18,000 per premises** for hospitality, accommodation, leisure, personal care and gym businesses, giving them the cash certainty they need to plan ahead and safely relaunch trading.

Encouraging business growth:

- **Help to Grow: Digital** – The government will launch a new UK-wide scheme in the autumn to help 100,000 SMEs save time and money by adopting productivity-enhancing software. This will combine a voucher **up to a maximum of £5,000**, and free impartial advice, delivered through an online platform.
- **Future Fund: Breakthrough** – The government will commit **£375 million** to a new direct co-investment product to support the scale up of the most innovative, R&D-intensive businesses. The British Business Bank will take equity in funding rounds of over £20 million (cash raise) led by private investors.
- **Highly Skilled Migration** – The government will:
 - **Reform the Global Talent visa**, including to allow holders of international prizes and winners of scholarships and programmes for early promise to automatically qualify.
 - **Review the Innovator visa** to make it easier for those with the skills and experience.
 - **Provide practical support** to small firms in CPCA that are using the visa system for the first time.
 - **Modernise the immigration sponsorship system** to make it easier to use.

Investing together with the private sector:

- **UK Infrastructure Bank** – Will provide financing support to private sector and local authority **infrastructure projects** across the UK, to help meet government objectives on climate change and regional economic growth. The Bank will be able to:
 - establish an advisory function offer a range of financing tools including debt, hybrid products, equity and guarantees to support private infrastructure projects
 - from the summer, offer loans to local authorities at a rate of gilts + 60 basis points for strategic infrastructure projects
- **UK Community Renewal Fund prospectus launch** – The **£220 million fund** will support communities across the UK in 2021-22 to pilot programmes as the government moves away from the EU Structural Funds model and towards the UK Shared Prosperity Fund. Funding will be allocated competitively. The government has **identified 100 priority places based on an index of economic resilience** to receive capacity funding to help them co-ordinate their applications.
- **Community Ownership Fund** – The government will create a new **£150 million fund** to ensure that communities continue to benefit from the **local facilities and amenities** that are most important to them. Community groups will be able to bid for up to £250,000 matched funding to help them to buy local assets to run as community-owned businesses.

Updates to Corporation Tax:

- **Corporation tax** – The rate of corporation tax will **increase from April 2023 to 25% on profits over £250,000**. The rate for profits under £50,000 will remain at 19% and there will be relief for businesses with profits under £250,000 so that they pay less than the main rate. The Diverted Profits Tax rate will rise to 31% from April 2023 so that it remains an effective deterrent against diverting profits out of the UK.
- **Super-deduction** – From 1 April 2021 until 31 March 2023, companies investing in qualifying **new plant and machinery assets will benefit from a 130% first-year capital allowance**. This upfront super-deduction will allow companies to cut their tax bill by up to 25p for every £1 they invest. Together with CPCA's capital growth grants this is a brilliant initiative. Investing companies will also benefit from a 50% first-year allowance for qualifying special rate (including long life) assets.

Other interesting changes:

- **Contactless payment card limit to increase** – The government has approved an increase to the legal contactless payment limits to allow single contactless payments up to £100, and cumulative contactless payments up to £300.
- **Film and TV Production Restart Scheme** – The government will extend the £500 million Film and TV Production Restart Scheme for six months to 31 December 2021 to continue to support the UK screen production industry.

- **Green energy innovation schemes** – The government's £1 billion Net Zero Innovation Portfolio will be used to support the development of new solutions to cut carbon emissions and accelerate near-to-market low-carbon energy innovation.

Table 1.3: Summary of the OBR's central economic forecast (percentage change on year earlier, unless otherwise stated)¹

	Forecast						
	2019	2020	2021	2022	2023	2024	2025
GDP growth	1.4	-9.9	4.0	7.3	1.7	1.6	1.7
GDP growth per capita	0.9	-10.4	3.8	6.9	1.4	1.3	1.5
Main components of GDP							
Household consumption ²	1.1	-11.0	2.9	11.1	1.2	1.8	1.3
General government consumption	4.0	-5.7	12.0	1.4	0.8	2.3	2.1
Fixed investment	1.5	-8.7	3.7	10.8	2.6	-0.5	3.3
Business investment	1.1	-10.7	-2.2	16.6	3.0	-2.3	5.1
General government	4.0	3.8	17.8	4.2	1.9	1.4	1.2
Private dwellings ³	1.2	-11.7	6.1	4.9	2.3	1.9	1.4
Change in inventories ⁴	0.1	-0.7	2.4	-1.6	0.0	0.0	0.0
Net trade ⁴	-0.1	0.7	-3.6	-0.4	0.3	0.0	-0.1
CPI inflation	1.8	0.9	1.5	1.8	1.9	1.9	2.0
Employment (millions)	32.8	32.7	32.3	32.4	32.8	33.1	33.2
Unemployment (% rate)	3.8	4.5	5.6	5.9	5.1	4.5	4.4
Productivity per hour	0.2	0.5	-0.6	1.2	1.1	1.2	1.6

¹ All figures in this table are rounded to the nearest decimal place. This is not intended to convey a degree of unwarranted accuracy. Components may



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 7

Report title: CAM Task and Finish Group Update

To: Overview and Scrutiny Committee

Meeting Date: 22 March 2021

Public report: Yes

Lead Member: Cllr Mike Davey
Chair of CAM Task and Finish Group

From: Anne Gardiner
Scrutiny Officer

Recommendations: The Overview and Scrutiny Committee is recommended to:

- a) Note the update from the Task and Finish Group
- b) Close the Task and Finish group as it currently stands
- c) Approve a new CAM Task and Finish group with an updated Terms of Reference be created by the new committee post election.

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 This report provides an update for the Overview and Scrutiny Committee of the work done by the Task and Finish Group since the last update in December 2020. The report is the final report of the group before the end of the municipal year and recommends that the working group as it currently stands is concluded with the recommendation that another CAM Task and Finish Group with updated Terms of Reference is created following the elections in May.

2. Background

- 2.1 In May 2020 the Overview and Scrutiny Committee approved an extension to the work of the Task and Finish Group to continue its work into this municipal year as its work could not be concluded as, at the time, the full initial public consultation results remained confidential. There were also outstanding key questions on delivery, financing and the technology to deliver the project that remained unanswered until the final OBC is published.
- 2.2 The Group have held four sessions since then and have provided updates to the Overview and Scrutiny Committee as requested. Updates were taken to the October and December meetings last year with the following points being made:
- The T&F Group can state it has received a comprehensive update from officers. There is greater clarity on how the CAM Special Purpose Vehicle (SPV) approved at the 30 September meeting of the Combined Authority Board, relates to the Steering Committee of the CAM, and advisory committees as well as the CA Board itself.
 - The T&F Group is satisfied following discussions on the design and consultation phases of the project. It has also received detail on potential routes and vehicles and how these will tie in with the Cambridge to Cambourne (C2C) routes and with South East Transport.
 - The T&F Group has met with Simon Wright and Lord Robert Mair.
 - The T&F Group was updated on the design and delivery phases. It also heard of the 18 strategies being developed covering integrated transport, procurement, funding and finance, technical processes, health and safety, employment, assurance, and programme management.
 - The T&F Group was reassured about the engagement that now exists between the Greater Cambridge Partnership (GCP) and the Combined Authority at member level whilst acknowledging that this has always been the case at officer level.

Progress Since Last Update

- 2.3 The Task and Finish Group met with Lord Mair at a session held on the 23rd February 2021 and received responses to questions on the following three areas in relation to the Special Purposes Vehicle One CAM Ltd:
- Governance, accountability and transparency
 - Budgets
 - Political Management
- 2.4 Governance, accountability and transparency

The T&F were reassured that everything that would be decided by the directors of One CAM Ltd would be reported to the CA Board, all decisions would be in the public domain as all minutes from meetings would be published. There would be small team of officers at the Combined Authority which would act as a link between the SPV and the Combined Authority, with the SPV reporting monthly to the CPCA.

Lord Mair advised that there had already been meetings with partner organisations including the GCP and there was a real want for there to be close collaboration on the project.

The T&F Group were advised that the route for the Overview and Scrutiny Committee to provide scrutiny would be through the processes in existence to scrutinise the CA Board as all decisions would be reported to the CA Board as the sole shareholder.

2.5 Budgets

The T&F Group were reassured that budgets and in particular salaries for senior staff were being carefully compared to similar projects across the country.

2.6 Political Management

The T&F Group were assured by officers that the One Cam Ltd would be removed from the politics and would only respond to policy as set by the Combined Authority and other partners organisations.

The SPV would create options taking into considerations around cost benefit, environmental factors to create a public transport system which would be reliable, affordable and publicly acceptable.

2.7 The Task and Finish Group were advised that the SPV would be recommencing the Business Case process in April.

Role for the Task and Finish Group

2.8 The Task and Finish Group have continued their work into the year 2020 as there were outstanding queries around delivery, financing and the technology. The meetings held with Simon Wright, Lord Mair and other officers have subsequently provided answers to these areas and therefore the Task and Finish Group felt that it would be appropriate to disband the group as it was currently formed.

2.9 The Task and Finish discussed the next steps for the group and agreed that it was important for scrutiny of the SPV One CAM to be central for the Overview and Scrutiny's work programme going forward into the new municipal year and therefore recommends to the Overview and Scrutiny Committee that a new working group be set up with the new committee membership after the election with an updated Terms of Reference.

3. Financial Implications

3.1 None

4. Legal Implications

4.1 None

5. Background Papers

5.1 [Task and Finish Group Update – Oct 2020](#)

5.2 [Task and Finish Group Update – Dec 2020](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 8

Report title: CPCA Project Register

To: Overview and Scrutiny Committee

Meeting Date: 22nd March 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: Roberta Fulton, Programme Manager

Recommendations: To note the full list of projects on the Combined Authority Single Project Register

1. Purpose

1.1. To provide the Committee with an overview of the Combined Authority projects.

2. Background

2.1 The Overview & Scrutiny Committee has asked to receive the list of projects on the Combined Authority's Single Project Register.

2.2 This can be seen in Appendix 1.

2.3 During previous updates towards the end of 2020, Members requested that more information is provided during this quarterly update.

2.4 The project update now provides RAG status and completion date, both of which are taken from the monthly Combined Authority highlight report process; and movement in RAG status from the previous Overview & Scrutiny update.

2.5 As this is the first update, the RAG movement for this month is a comparison of the highlight reports from January to February.

3. Financial Implications

3.1 There are no additional Financial implications arising from this report.

4. Legal Implications

4.1 None

5. Appendices

5.1 Appendix 1 – Project Register



Appendix 1 – Cambridgeshire & Peterborough Combined Authority Project Register (as at the end of February 2021)

Table 1 – active projects

Project Number	Project Name	Director	RAG status ⁱ	Status from Jan reporting month	Completion date
BUS005	Eastern Agri-tech Growth Initiative	John T Hill	Green		31/03/2021
BUS013	Market Town Masterplans	John T Hill	Green		31/03/2022
BUS019	Growth Fund 3/Growing Places	John T Hill	Green		31/03/2021
BUS022	St Neots Masterplan	John T Hill	Amber		31/03/2023
BUS025	Business Growth Service	John T Hill	Amber		31/12/2023
HOUS001	£100m Affordable Housing Programme	Roger Thompson	Red		31/03/2022
HOUS002	£70m Affordable Housing Programme Cambridge City	Roger Thompson	Amber		31/03/2022
HOUS006	Wisbech Garden Town	Roger Thompson	Amber		01/04/2022
HOUS007	£100k Homes	Roger Thompson	Green		On-going
HOUS008	Community Land Trust (CLT)	Roger Thompson	Green		On-going
SKILL001	AEB Devolution Programme	John T Hill	Amber		On-going
SKILL006	University of Peterborough	John T Hill	Green		01/08/2025
SKILL010	Health & Care Sector Work Academy	John T Hill	Amber		01/03/2021
SKILL013	National Retraining Scheme pilot	John T Hill	Amber		01/07/2021
STRAT002	Land Commission	Paul Raynes	Amber		On-going
STRAT003	Non-statutory Strategic Spatial Framework 2	Paul Raynes	Amber		To be confirmed
STRAT005	Digital Connectivity Infrastructure Programme	Paul Raynes	Amber	Green (down)	31/03/2022
TRANS003	A1260 Nene Parkway Junction 15	Paul Raynes	Amber	Green (down)	31/07/2021
TRANS004	A1260 Nene Parkway Junction 32-3	Paul Raynes	Green		30/01/2022
TRANS008	A16 Norwood Dualling	Paul Raynes	Green		31/03/2022
TRANS009	A47 Dualling	Paul Raynes	Green		31/10/2021
TRANS012	A505 Corridor Royston to Granta Park	Paul Raynes	Amber		19/01/2021
TRANS014	A605 Whittlesey Access Phase 2 – Stanground Access	Paul Raynes	Amber		31/03/2021
TRANS017	Cambridge South Station	Paul Raynes	Green		31/03/2021
TRANS020	Coldhams Lane	Paul Raynes	Green		31/07/2021
TRANS022	Ely Area Capacity Enhancements	Paul Raynes	Green		To be confirmed
TRANS023	Fengate Access Study - Eastern Industries Access - Phase 1	Paul Raynes	Green		30/07/2021
TRANS024	University Access	Paul Raynes	Green		24/12/2020
TRANS028	King's Dyke	Paul Raynes	Green		01/12/2022
TRANS029	Lancaster Way Phase 2	Paul Raynes	Amber		31/03/2021



Table 1 – active projects (continued)

Project Number	Project Name	Director	RAG status	Status from Jan reporting month	Completion date
TRANS037	March Junction Improvements	Paul Raynes	Amber	Green (down)	31/12/2021
TRANS041	Regeneration of Fenland Railway Stations	Paul Raynes	Green		31/12/2023
TRANS042	Schemes and Studies	Paul Raynes	Green		01/04/2021
TRANS044	Soham Station	Paul Raynes	Green		30/12/2022
TRANS047	Sustainable Travel	Paul Raynes	Green		01/04/2021
TRANS048	Wisbech Access Strategy	Paul Raynes	Red	Amber (down)	31/03/2021
TRANS050	Wisbech Rail	Paul Raynes	Green		To be confirmed
TRANS056	Bus Reform Task Force Programme	Paul Raynes	Amber		30/03/2021
TRANS057	Cambridge Autonomous Metro OBC (City Tunnel)	Kim Sawyer	Amber		To be confirmed
TRANS058	A10 OBC	Paul Raynes	Amber		To be confirmed
TRANS061	A141 Huntingdon Northern Bypass SOBC	Paul Raynes	Green		31/05/2021

Table 2 – closed projects (since the previous update)

Project Number	Project Name	Director	Status
BUS009	Growth Hub	John T Hill	To be included within Business Growth Service going forward
SKILL002	Apprenticeships	John T Hill	To be included within Business Growth Service going forward
SKILL009	Careers and Enterprise Company (CEC)	John T Hill	To be included within Business Growth Service going forward
ENGY002	Rural Community Energy Fund (RCEF)	John T Hill	Not a CPCA project – to be managed separately
ENGY003	Local Energy Capacity Support Programme	John T Hill	Not a CPCA project – to be managed separately
BUS015	Sector Strategy Programme	John T Hill	Complete
SKILL011	HATs Work Readiness Programme	John T Hill	Complete

ⁱ RAG definitions:

Red: without action, successful delivery is highly unlikely; Directors need to investigate the potential problems; Management action is needed immediately.

Amber: without action, successful delivery is in doubt; Management action is needed; The Corporate Management Team needs to assure itself that remedial action is being taken.

Green: successful delivery has a high level of confidence; Project Managers can proceed with the project plan as currently agreed.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 10

Report title: Overview and Scrutiny Lead Members Questions

To: Overview and Scrutiny Committee

Meeting Date: 22nd March 2021

Public report: Yes

Lead Member: Chair - Cllr Lorna Dupre

From: Anne Gardiner
Scrutiny Officer

Recommendations: Note the questions submitted to the Executive Committees.

Voting arrangements: N/A

1. Purpose

1.1 To provide the Committee with a copy of the questions that the Lead members submitted to the Combined Authority Executive Committees.

2. Background

- 2.1 Under the new governance arrangements, effective from 1 November 2019, decision making is now distributed between the Combined Authority Board and the Executive Committees. There are three Executive Committees, Skills, Housing & Communities and Transport & Infrastructure. The single Forward Plan sets out both key and non key decisions and allocates the decision making between the Combined Authority Board and the Executive Committees.
- 2.2 With significant decisions being taken by the Executive Committees, the Overview and Scrutiny Committee (O&S) has a role in scrutinising the work of those Committees. In order to do so, the committee have appointed members of O&S to lead in respect of the work of each Executive Committee.
- 2.3 The current Lead Member's from the Overview and Scrutiny Committee are:-
Skills Committee - Cllr Andy Coles
Housing Committee – Cllr Jocelyne Scutt
Transport and Infrastructure Committee – Cllr Alan Sharp

- 2.4 This month the Executive Committees met on the:
- 10th March – Transport and Infrastructure Committee
 - 15th March – Skills Committee
 - 15th March – Housing and Communities Committee
- 2.5 In agreement with the Chair for the Overview and Scrutiny Committee the Lead Members submitted questions to Transport and Infrastructure Committee and Housing and Communities Committee and Skills Committee.
- 2.6 The responses to the questions will be circulated to members once the Executive Committees have met and responses have been received.
3. **Financial Implications**
- 3.1 No financial implications
4. **Legal Implications**
- 4.1 No legal implications.
5. **Appendices**
- 5.1 Appendix A – Questions – Transport and Infrastructure Committee
 - 5.2 Appendix B – Questions – Housing and Communities Committee
 - 5.3 Appendix C – Questions – Skills Committee

Question from O&S Lead Member for Transport Committee

Item	Question	Response
Local Transport Plan and Low Emission Vehicles Strategy	There are no details on the Low Emission Vehicles Strategy in the report. I presume that this waiting input from the Climate Change Commission. I would ask that details are made available at the earliest opportunity, so that this can be built in the O & S work programme for consideration	
Performance & Finance Report	On the Capital Budget section of the report, page 60 table 3.5 shows a year to date spend to the end of January 2021 of £555k. There is a full year forecast of £2,163.3k. There is no narrative to explain what the additional £1.5m will be spent on.	

Questions from O&S Lead member for Housing Committee

Question	Response
<p>Does the Combined Authority have an action plan to achieve a resolution on the three key issues for the CPCA affordable housing programme, namely the:</p> <ul style="list-style-type: none">• Programme end date March 2021 or March 2022?• Receipt of the £45m of outstanding monies (we have so far received £55m)• Inclusion or removal of the 243 units already captured as starts on site at Northstowe <p>If there is an action plan, could you advise what the terms of the plan are?</p>	
<p>What is the Combined Authority actively doing with MHCLG with regard to the programme end date?</p>	

Questions from O&S for Skills Committee

Item	Question	Response
<p>Local Economic Recovery Strategy: Updated refresh</p>	<p>P 61 There is some concern in the OSC that the CPCA is concentrating mainly on COVID recovery and is not as well sighted on the current impact of Brexit on the local economy. To what extent do the Authority feel they have adequate and sufficient detail of this to mitigate the effects?</p> <p>Appendix 1 Item 6 p 95 - expand on comments relating to Peterborough University and doubts about delivery online? Was the USP of the university the level of workplace/home working and online delivery of courses?</p> <p>P 113 - 114. Item 9. Please expand on how the CA Skills Committee intends to address perceived disconnect between schools and employers in employment opportunities? Is it just that employers and teachers are not engaging with each other in a productive way, or is there a fundamental problem with curriculum that creates the disconnect,?</p>	
<p>Life time Skills Guarantee</p>	<p>P 19 3.2 and Appx 2 p 26: What other level 3 courses are being considered above the "approved list" to meet local business needs? Are these different across the constituent authorities?</p> <p>How does this provision link to the LERS item 23 (p 118) Local piloting of retraining scheme</p>	

	<p>for adults - is this different £80k fund or part of item 2.1</p> <p>Appx 2. P 30-31 - PRC delivered 72% of all enrolments eligible. Why such dominance of Peterborough Regional College across the CA area?</p>	
<p>Business Growth Service Change Control Request</p>	<p>The agenda item as a whole will be perceived as too opaque to residents and likely to cause suspicion as to the Combined Authority's commitment to transparency. For this particular business proposition, can the committee consider a better process for ensuring greater transparency when such significant changes to a budgets is made ?</p> <p>P 42-43. The OSC has concern over the technical fault that resulted in the potential loss of substantial EU funding to the BGS and over 600 potential new jobs. What processes are in place to ensure such errors don't happen in the future? What is the likelihood that the claim will be accepted despite the technical fault?</p>	



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 11 March 2021

Purpose

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

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

What is a key decision?

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

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

Non-key decisions and update reports

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

Access to reports

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

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

Notice of decisions

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

Standing items at Executive Committee meetings

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

Housing and Communities Committee

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

Skills Committee

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

Transport and Infrastructure Committee

1. Budget Monitor Update
2. Performance Report

Skills Committee – 15 March 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1.	Local Economic Recovery Strategy: Updated refresh	Skills Committee	15 March 2021	Decision	To update Members on the latest version of the Local Economic Recovery Strategy following further evidence-based insight.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
2.	Adult Education Budget Annual Review (Academic Year 2019/20) Update	Skills Committee	15 March 2021	Decision	To update Members following the first year of local delivery of the Adult Education Budget.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
3.	Life time Skills Guarantee	Skills Committee	15 March 2021	Decision	To consider the commissioning approach of additional delegated funds to deliver the Lifetime Skills Guarantee and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
4.	Business Growth Service	Skills Committee	15 March 2021	Decision	To note the report to the Business Board including the urgency procedure decision, contractual position, financial plan and recommendation to the Combined Authority Board.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
5.	Adult Education Budget Covid Response	Skills Committee	15 March 2021	Decision	To advise the Committee of the impact of COVID 19 on the Adult Education Budget and actions to provide mitigation.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Housing and Communities Committee - 15 March 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
6.	£100M Affordable Housing Programme Scheme	Housing and Communities Committee	15 March 2021	Key Decision 2021/014	To consider and approve allocations to new schemes within the £100m	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Approvals – March 2021				Affordable House Programme.			Lead Member for Housing	other than the report and relevant appendices to be published.
7.	MHCLG Review of £100 Million Affordable Housing Programme	Housing and Communities Committee	15 March 2021	Decision	To provide an overview of the issues raised by MHCLG, the Combined Authority's response and the risks of discontinued funding of the £100m Affordable Housing Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8.	Cambridge Northern Fringe East – Progress Report	Housing and Communities Committee	15 March 2021	Decision	To note progress on the Cambridge Northern Fringe East development.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
								Lead Member for Housing	other than the report and relevant appendices to be published.
9.	Oakington Community Land Trust Start-up Grant Application	Housing and Communities Committee	15 March 2021	Decision	To consider Oakington Community Land Trust's application for start-up grant funding of £5000 under the Community Land Trust start-up fund.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
10.	Houghton & Wyton Community Land Trust Start-up Grant Application	Housing and Communities Committee	15 March 2021	Decision	To consider Houghton & Wyton Community Land Trust's application for start-up grant funding of £5000	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden Lead Member	It is not anticipated that there will be any documents other than

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					under the Community Land Trust start-up fund.			for Housing	the report and relevant appendices to be published.

Combined Authority Board - 24 March 2020

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
11.	Minutes of the meeting on 27 January 2020	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker and relevant appendices.
12.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
13.	Combined Authority Appointments March 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To ratify the changes in Fenland District Council's member and substitute on the Overview and Scrutiny Committee and Cambridgeshire County Council's member on the	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Housing and Communities Committee.				
14.	Local Assurance Framework Annual Review	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve updates to the Local Assurance Framework.	Relevant internal and external stakeholders including Skills Committee and the Audit and Governance Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
15.	Budget Monitor Report March 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/016	To provide an update on the revenue and capital budgets for the year to date and approve the	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					provisional carry forwards within the Budget Monitoring Report.				the report and relevant appendices to be published.
16.	2021-22 Financial Strategies	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To review and approve the draft Capital, Treasury management and Investment strategies, and Minimum Revenue Provision Statement for 2021-22.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
17.	Mayoral Election 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	Update on the budget for the May 2021 Mayoral Elections	Relevant internal and external stakeholders	John Hill Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than

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

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
18.	CAM Update March 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2020/092	Procurement and CAM Update from One CAM Ltd and appointment of the Chief Executive of One Cam LTD	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									relevant appendices to be published.
19.	Cambridgeshire and Peterborough Regional Transport Model	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/015	To recommend the drawdown of £750,000 to undertake the development of the Regional Transport Model.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
20.	A605 Stanground – Whittlesey Access Improvement	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/007	To seek approval for the drawdown of funding for the A605 Stanground – Whittlesey Access Improvement.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									appendices to be published.
21.	Market Towns Programme Investment Prospectus – Approval of Fourth Tranche of Recommended Projects	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2020/088	To approve the fourth tranche of recommended projects to under the Market Towns Programme Investment Prospectus	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
22.	Greater South East Energy Hub	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/001	To agree the Accountable Body status for the Greater South East Energy Hub.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									appendices to be published.
23.	Independent Commission on Climate Change: Interim Report	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/008	To consider a response to the initial recommendations of the Independent Commission on Climate Change.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
24.	Local Transport Plan and Low Emission Vehicles Strategy	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve the refresh of the Local Transport Plan (LTP) to be undertaken during the 2021/22 financial year, the development of an Alternative Fuelled Vehicles Strategy during the 2021/22 financial year and the allocation of £200,000 for LTP development work.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
25.	Fengate Phase 2 University Access	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/002	To receive a summary of the outcome of the Fengate Phase 2 University Access Strategic Outline Business Case and give approval to initiate the Outline Business Case.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.
26.	A47 Dualling	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To provide an update on the progress of the A47 dualling Project.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
27.	Wisbech Rail	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/003	To consider proposals for further progressing Wisbech.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.
28.	St Ives	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/009	To receive an update on the next stage for development of the Strategic Outline Business Case for St Ives and the programme to develop St Ives Town Centre.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
29.	March Area Transport Study: March 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	The consider an update on the March Area Transport Study Quick Win Programme to date and a proposal to approve proceeding to detailed design on the Walking and Cycling Strategy programme.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices

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

Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
30.	£100M Affordable Housing Programme	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To consider any recommendations from the Housing and Communities Committee in relation to the £100M Affordable Housing Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
31.	Life time Skills Guarantee	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/005	To approve the commissioning approach of additional devolved funds to deliver the Lifetime Skills Guarantee.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
32.	Local Growth Fund Programme Management Review March 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2020/0085	To review the Local Growth Fund Programme delivery including spend against budget and amend as required	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
33.	Local Economic Recovery Strategy: Updated refresh	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve the updated refresh of the Local Economic Recovery Strategy for Cambridgeshire and Peterborough.	Relevant internal and external stakeholders including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
								Economic Growth	to be published
34.	Resolution of Local Enterprise Partnership Overlaps	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve remaining Strategic Partnership Agreements with neighbouring Local Enterprise Partnerships.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
35.	Business Growth Service	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/006	To approve raising the maximum grant limit of the Business Growth Service Capital Grant scheme for one application.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Austen Adams, Chair of the Business Board Councillor John Holdich	It is not anticipated that there will be any documents other than the report and relevant

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

Combined Authority Board Annual Meeting – 2 June 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
36.	Minutes of the meeting on 24 March 2021	Cambridgeshire and Peterborough Combined Authority Board	2 June 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	2 June 2021	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.
38.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	2 June 2021	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
39.	Appointment of the Audit and Governance Committee, including the	Cambridgeshire and Peterborough Combined Authority Board	2 June 2021	Decision	To appoint the Audit and Governance Committee and Independent Person, including its terms of reference,	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor	It is not anticipated that there will be any documents other than

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Independent Person				size and allocation of seats to political parties in accordance with political balance requirements, to reflect nominations received from constituent councils.				the report and relevant appendices.

Housing and Communities Committee – 21 June 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
40.	£100M Affordable Housing Programme Scheme	Housing and Communities Committee	21 June 2021	Key Decision 2021/011	To consider and approve allocations to new schemes within the £100m Affordable House Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Lead Member for Housing	It is not anticipated that there will be any documents other than

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Approvals – June 2021								the report and relevant appendices to be published.
41.	Cambridge Northern Fringe East – Progress Report	Housing and Communities Committee	21 June 2021	Decision	To note progress on the Cambridge Northern Fringe East development.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board Meeting Date – 30 June 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
42.	Minutes of the meeting on 2 June 2021	Cambridgeshire and Peterborough Combined Authority Board	30 June 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill Democratic Services Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.
43.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	30 June 2021	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.
44.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	30 June 2021	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor	It is not anticipated that there will be any documents other than

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

Mayoral Decision

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
45.	Local Highways Maintenance Grant Allocation 2021/22	Mayor	30 June 2021	Key Decision KD2021/018	To approve the Local Highways Maintenance Grant allocations to Cambridgeshire County Council and Peterborough City Council.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
46.	Market Towns Programme Investment Prospectus – Approval of Fifth Tranche of Recommended Projects	Cambridgeshire and Peterborough Combined Authority Board	30 June 2021	Key Decision 2021/019	To approve the fifth tranche of recommended projects under the Market Towns Programme Investment Prospectus.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
47.	Future Funding Strategy	Cambridgeshire and Peterborough Combined Authority Board	30 June 2021	Decision	To seek the Board's endorsement of the proposed future strategy for maximising funding and impacts from the Levelling-Up (LUF) and Shared Prosperity (SPF) Funds.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee - 12 July 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
48.	Sector-Based Work Academies and High Value Courses Update	Skills Committee	12 July 2021	Decision	To update Members on Sector-Based Work Academies and High Value Courses.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
49.	National Retraining Scheme Pilot	Skills Committee	12 July 2021	Decision	To update Members on progress with the National Retraining Scheme Pilot.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board – 28 July 2021

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
50.	Minutes of the meeting on 30 June 2021	Cambridgeshire and Peterborough Combined Authority Board	28 July 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.
51.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	28 July 2021	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.
52.	Budget Monitor Update	Cambridgeshire and Peterborough	28 July 2031	Decision	To provide an update on the revenue and	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief	Mayor	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			capital budgets for the year to date.		Finance Officer		documents other than the report and relevant appendices to be published.
53.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	28 July 2021	Decision	To note the Combined Authority performance reporting Dashboard.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
54	Market Towns Programme Investment Prospectus –Approval of Final Tranche of Recommended Projects	Cambridgeshire and Peterborough Combined Authority Board	28 July 2021	Key Decision KD2021/017	To approve the final tranche of recommended projects under the Market Towns Programme Investment Prospectus.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.

By recommendation to the Combined Authority Board

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
55.	Annual Performance	Cambridgeshire and	28 July 2021	Decision	To update the Board on the end	Relevant internal and	John T Hill, Director of	Austen Adams	It is not anticipated

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Review Update	Peterborough Combined Authority Board			of year Annual Performance Review (2020/21) with the Department for Business, Energy and Industrial Strategy (BEIS)	external stakeholders	Business & Skills	Chair of the Business Board	that there will be any documents other than the report and relevant appendices to be published
56.	Enterprise Zones Programme Update	Cambridgeshire and Peterborough Combined Authority Board	28 July 2021	Decision	To update the Board on the Enterprise Zones Programme.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Housing and Communities Committee – 6 September 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
57.	£100M Affordable Housing Programme Scheme Approvals – September 2021	Housing and Communities Committee	6 September 2021	Key Decision 2021/012	To consider and approve allocations to new schemes within the £100m Affordable House Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Housing and Communities Committee – 3 November 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
58.	£100M Affordable Housing Programme Scheme Approvals: November 2021	Housing and Communities Committee	3 November 2021	Key Decision 2021/013	To consider and approve allocations to new schemes within the £100m Affordable House Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board – 24 November 2021

Governance Items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
59.	Minutes of the meeting on 29 September 2021	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.
60.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
61.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
62.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To note the Combined Authority performance reporting Dashboard	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board – 26 January 2022

Governance Items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
63.	Minutes of the meeting on 24 November 2021	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.
64.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices.
65.	Budget Monitor Update	Cambridgeshire and Peterborough	26 January 2022	Decision	To provide an update on the revenue and capital budgets	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief	Mayor	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			for the year to date.		Finance Officer		documents other than the report and relevant appendices to be published.
66.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To note the Combined Authority performance reporting Dashboard	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Comments or queries about the Forward Plan to Cambridgeshire and Peterborough Combined Authority

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

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



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 12

Report title: Review of Overview and Scrutiny Arrangements – Centre for Governance and Scrutiny’s Proposal

To: Overview and Scrutiny Committee

Meeting Date: 22 March 2021

Public report: Yes

Lead Member: Chair - Cllr Lorna Dupre

From: Anne Gardiner
Scrutiny Officer

The Overview and Scrutiny Committee is recommended to:

- Recommendations:
- a) Agree that the Centre for Governance and Scrutiny carry out a review of the scrutiny arrangements for the CPCA;
 - b) request that the CA Board approve that the Centre for Governance and Scrutiny carry out a review of the current scrutiny arrangements at the CPCA.

Voting arrangements: Simple majority of all members

1. Purpose

- 1.1 To provide the committee with the proposal from the Centre for Governance and Scrutiny to carry out a review of the current scrutiny arrangements at the CPCA with a view to providing some recommendations to be considered by the new Overview and Scrutiny Committee post-election, and to invite the committee to recommend that the Combined Authority Board approve the appointment.

2. Background

- 2.1 The Centre for Governance and Scrutiny has recently published their second edition on guidance to overview and scrutiny in Combined Authorities. This new edition reflects upon the past three years of practice since the introduction of CA’s. It provides guidance around how scrutiny can best operate in practice.

The guidance may be found here: [Revised guidance: Overview and Scrutiny in Combined Authorities - Centre For Governance and Scrutiny \(cfgs.org.uk\)](https://www.cfgs.org.uk/revised-guidance-overview-and-scrutiny-in-combined-authorities)

- 2.2 Following this guidance being published the CPCA Overview and Scrutiny Committee held an informal workshop with CfGS to discuss some of the points raised within the guidance and requested that a proposal be brought forward from CfGS to carry out a review of the current scrutiny arrangements at the CPCA.
- 2.3 The proposal provided by CfGS for the review suggests that it will cover the following areas:
 - Review and consider lessons to be learned from arrangements operating pre-, and since the onset of, the pandemic;
 - Focus on identifying practical improvement actions which will enable scrutiny to make an impact on the work of the CA and the wider area – for example, exploring how scrutiny’s work will continue to intersect with business transacted at executive committees and the Board;
 - In so doing look particularly at the work of trading companies and other commercial activity, and consider the most proportionate way to ensure effective oversight of these arrangements.
- 2.4 The proposal will need to be approved by the CA Board and it is suggested that following an agreement from this committee that a recommendation is made to the CA Board to approve the proposal at their meeting on the 24th March 2021. This will allow the CfGS to start work during April-May with recommendations being brought back to the new committee after the election.

3. Financial Implications

- 3.1 The CfGS have quoted a price of between £4000-£5000 (exc VAT) to carry out the review.
- 3.2 These costs will be met from within existing budgets.

4. Legal Implications

- 4.1 None.

5. Appendices

- 5.1 Appendix 1 – CfGS Proposal

Centre for Governance and Scrutiny

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY: SCRUTINY IMPROVEMENT REVIEW

Introduction

CPCA requires external assistance in conducting an evaluation of its scrutiny function. This is a proposal for that work which reflects conversations with councillors on CPCA's overview and scrutiny committee in early March 2021.

Context

Amongst MCAs, CPCA has a unique operating context. While other MCAs are focused on a single conurbation, CPCA's economic footprint has three foci – Peterborough, Cambridge and the Fens. Economic development and growth priorities focus on connectivity improvements, such as East-West Rail, the Oxford-Cambridge Expressway, and CAM.

The nature of MCA activity influences the focus and operations of scrutiny. CA scrutiny is necessarily different from scrutiny in local authorities, and the operating context in CPCA means that it is unique amongst CAs. CfGS's approach towards the design and delivery of an appropriate methodology will reflect this distinctiveness.

Scrutiny in CPCA currently focuses on shadowing and monitoring the work of the executive. The work programme focuses on review of business carried out by executive committees – lead scrutiny members have been appointed to support this process.

Members wish to review the operation of the function with reference to recent informal guidance on CA scrutiny, published by CfGS in early 2021. In particular, members are keen to clarify scrutiny's focus, role and outcomes. Members also wish to consider the ongoing role of scrutiny as the CA seeks to carry out work which relates to post-pandemic recovery.

Objectives

Fundamentally we will look at:

- **Culture.** The mindset and mentality underpinning the operation of the overview and scrutiny process. This will involve a focus on the CA's corporate approach to scrutiny, and the attitude of those in executive positions to the operation of the function;
- **Information.** How information is prepared, shared, accessed and used in the service of the scrutiny function;
- **Impact.** Ways to ensure that scrutiny is effective, that it makes a tangible difference to the lives of local people.

We propose that we will:

- Review and consider lessons to be learned from arrangements operating pre-, and since the onset of, the pandemic;
- Focus on identifying practical improvement actions which will enable scrutiny to make an impact on the work of the CA and the wider area – for example, exploring how scrutiny's work will continue to intersect with business transacted at executive committees and the Board;

- In so doing look particularly at the work of trading companies and other commercial activity, and consider the most proportionate way to ensure effective oversight of these arrangements.

In reviewing the above we will have particular regard for the need to clarify scrutiny's focus and role.

Evidence base

The SIR method itself is based on substantial research carried out by CfPS since 2003, which includes regular reviews of good practice, large-scale surveys of scrutiny nationwide and a range of comprehensive support activity for individual councils.

The following elements are used as prompts to influence the healthcheck. They are not criteria against which CPCA's approach will be "judged", but a framework for discussion and debate on those issues and areas most important to the authority.

1. Organisational commitment and clarity of purpose
2. Members leading and fostering good relationships
3. Prioritising work and using evidence well
4. Having an impact

We will use these four elements as prompts to ensure that all key aspects of CPCA's activity are evaluated, mapped against the CA-specific areas of focus identified above.

Evidence gathering will consist of:

- **Desktop work.** We will review recent agendas, minutes and reports, and constitutional material relating to the operation of the scrutiny function. The desktop review will be relatively light touch in nature and will focus on identifying strengths which can provide direction towards a clear role for the scrutiny function;
- **Interviews.** We would seek to interview a relatively small group of members and officers to understand the attitudes and behaviours, and perceptions, that underpin scrutiny work. Ideally, this would include the Mayor, the chief finance officer, monitoring officer, a member of the Business Board, a representative from one of the constituent councils, officers supporting scrutiny and scrutiny members themselves;
- **Survey.** A survey is a standard part of our ordinary methodology, but the number of strategic stakeholders in the scrutiny function is sufficiently small that we expect to be able to capture relevant views through interview;
- **Observation.** We will review a small selection of recent webcasts.

Outcome

Our work is designed to conclude with an action plan to which the CA can sign up, and own.

This will be presented as a short formal report, supporting a detailed action plan which will be drawn together with members of the committee.

The action plan will meet usual expectations of these kinds of documents. It will be:

- Timed;
- Resourced;
- Owned – so responsibility for individual actions and the whole action plan will be clearly assigned;

- Iterative (so, it will focus on experimenting with different ways of doing scrutiny rather than establishing perfect systems from day one);
- Focused on culture and behaviour rather than structures;
- Predicated on periodic review;
- Integrated into the scrutiny work programme – so improvement is treated as part of scrutiny’s substantive work.

Cost schedule

CfGS applies a standard day rate of £750 across the work it delivers.

Activity	Resource (days)
Initial desktop review of documentation This will incorporate a review of CPCA strategies, plans, rules and procedures to understand the operating context for scrutiny	1
Interviews with key stakeholders – members (individually and/or as a small group as required), senior CPCA officers and others. The list will be agreed with members of the committee further to advice from the support officer.	2
Further desktop review and observation of recent meetings on the web This will incorporate more detailed review of agendas, reports and minutes of recent scrutiny meetings	2
Drawing together findings and report	1
Total	6 days (£4,500)

This work will be led by Ed Hammond (Deputy Chief Executive) with support from other members of the CfGS team as required.

This figure excludes VAT. We anticipate that this work will be carried out entirely remotely, and that a final report and/or action plan will be ready for submission to the CA formally shortly prior to the election, for the new authority to take forward thereafter.

EH 11/3/21