

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY GAINSHARE INVESTMENT FUND REVIEW

LOCALITY COMPLEMENTARY REPORT



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR



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1. Mayoral Introduction



Progress above process. From its inception, the Combined Authority has set out to challenge and disrupt, seeking new ways to spark the lasting change through which Cambridgeshire & Peterborough will continue flying the flag for Britain as one of the world's most dynamic and future-facing areas to live, learn, and do business.

The Combined Authority's vision is simple: double the size of our local economy in 25 years, spread the benefit across our three sub-geographies, and keep our region's enormous contribution rolling into the UK bank account.

Our objective is to deliver good growth at pace: to lead and catalyse change, joining up all parts of our area with the road, rail and digital connectivity through which commercial and social life can evolve to share prosperity ever more widely.

No more weak links and nobody left behind. Levelling up means a region moving forward together. But it's not just about vision. It is about delivery. And it's about results. As I hope this report - and the Gainshare Evaluation it complements - both demonstrate, we have projects coming out of the ground and a range of transformational schemes shovel-ready and primed for investment.

But just as we push through projects that deliver a quick return to funders, and visible benefits to the public, we also dare to plan the bold long-term projects whose delivery will span years, investing in the region's future as a world-class UK flagship and, by doing so, inspiring confidence in it.

With projects like the Cambridgeshire Autonomous Metro, we forge the big ambitious framework necessary to keep our area punching above its weight far into the future. Peterborough and Cambridge are two of the UK's five fastest growing cities and it's vital that we ensure their growth is green, people-centred, and creates the momentum to carry their local market towns and villages forward with them.

Our attitude is can-do and innovative, breaking moulds and working smart. Every day we demonstrate that imaginative public and private local partnerships, mixed-income streams, and fresh thinking deliver advances in affordable housing, greener transport, and digital connectivity that were impossible under the more ponderous systems of old.

Boil it down, and the Combined Authority is about local democracy in action, and proud to have a directly-elected Mayor, accountable to the community for getting the right work done, at the right speed, for the right price. We welcome scrutiny, we are committed to engagement and the monitoring and evaluation that assures community and investors alike that they are receiving best value and best quality for every penny spent.

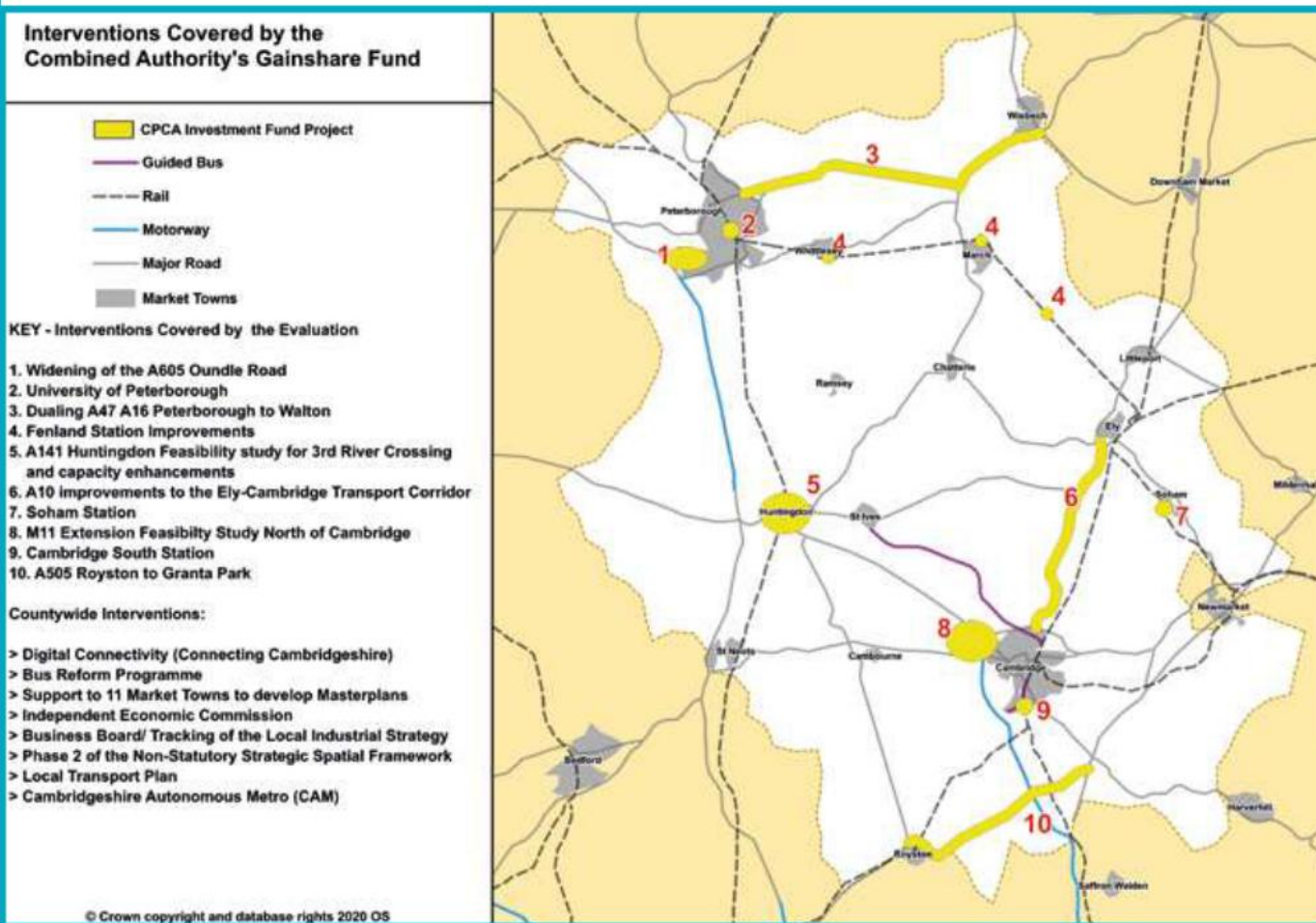
We are committed to delivery and delivering the vision.

Mayor James Palmer



2. The Context

This complementary report has been provided by the Cambridgeshire & Peterborough Combined Authority to accompany the independent evaluation of its £20 million per year Gainshare funding at the first Gateway Review, carried out by SQW Ltd.



The aims of this report are:

- A. To provide evidence of progress on Gainshare / Investment interventions
- B. To provide early evidence of the impact of Gainshare / Investment interventions
- C. To provide evidence of capacity development and partnership working within Cambridgeshire & Peterborough
- D. To provide an overview of economic performance for the Combined Authority Area

The Context

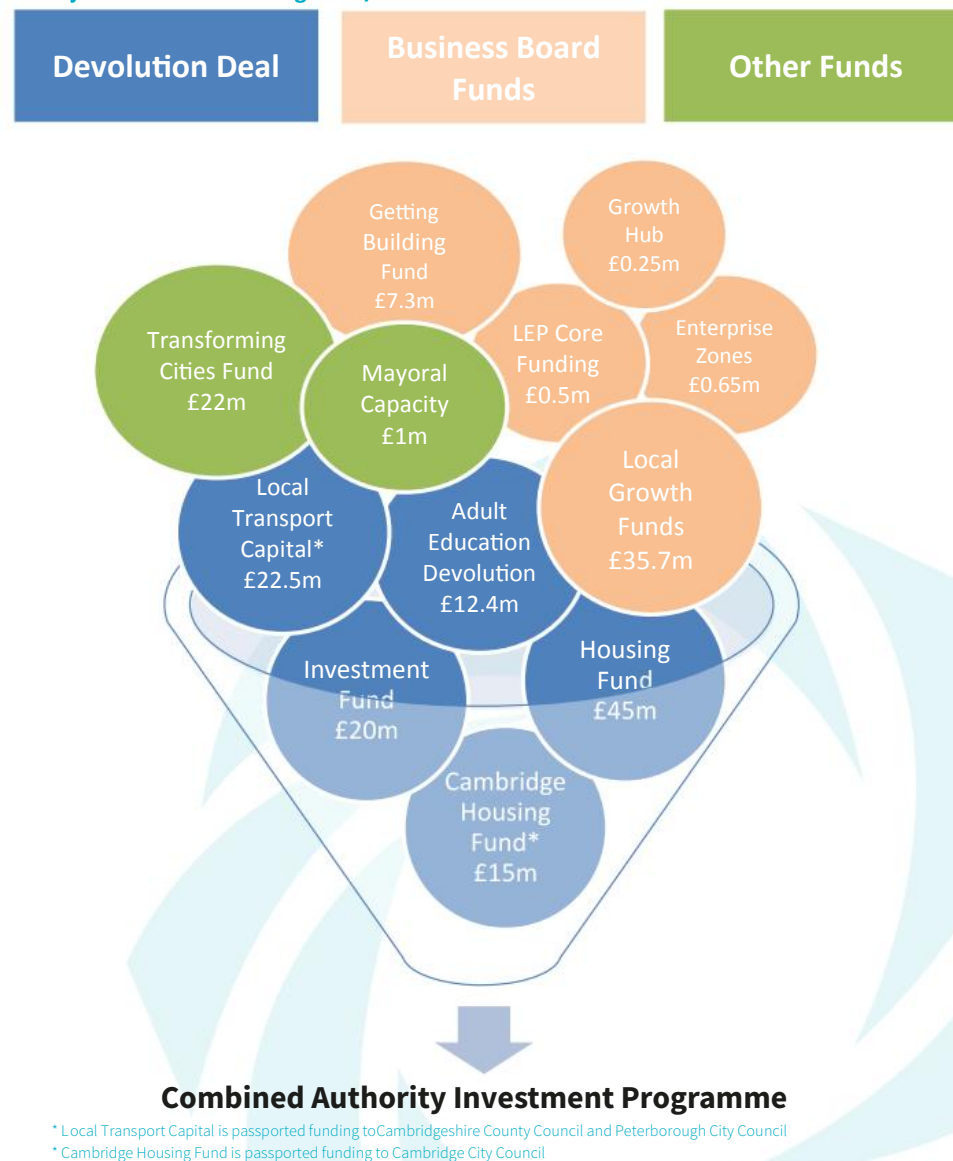
Gainshare is the Combined Authority's core source of capacity funding, and forms part of the wider "single pot" funding (Gainshare accounts for about 13% of the Combined Authority's total budget). This particular funding stream supports a very wide range of Combined Authority projects and is usually allocated alongside other funding – although the Gateway Review team has identified a set of Gainshare funded projects to look at, the Combined Authority does not categorise its projects in that way.

A Gateway Review is normally held every five years and looks at whether a publicly-funded programme is achieving what it is intended to. The Gainshare fund has been committed by Government to a number of Combined Authorities and the first Gateway falls this financial year. In this case, the Combined Authority was set up as a new organisation in the spring of 2017 and did not begin to spend public money until July of that year. The current review therefore only focuses on just less than three years of evidence, which is just over half the usual time span.

The bold, innovative investment agenda through which the Combined Authority is meeting its commitments under the Devolution Deal is founded on a sound evidence base and a robust strategic and governance framework. The Cambridgeshire and Peterborough Independent Economic Review (CPIER), commissioned by the Combined Authority, has been instrumental in informing the approach to levelling up the region.

The Combined Authority's Growth Ambition Statement set out the response to the CPIER's recommendations. Interlocking strategies on transport, industry, housing, skills and spatial planning have been developed, laying the foundations for a focussed to-do list of innovative priority projects embedded in a concise, budgeted business plan. As part of that process, the Combined Authority sharpened its focus; the overall tally of projects being pursued was reduced from over 100 to roughly half that number, and a core list of Key Projects was adopted. Originally set at 12, there are now 18 Key Projects listed in the 2020-21 Business Plan.

Cambridgeshire & Peterborough Combined Authority – Major Sources of Funding 2020/21



Devolution Deal

The Cambridgeshire & Peterborough Combined Authority was set up under a Devolution Deal with the Government in 2017. The main plank of the Devolution Deal was a commitment to double the size of Cambridgeshire and Peterborough's economy over 25 years. The Deal also referenced over 40 specific commitments to projects, some of them very long term. At the date of this report, the Combined Authority is one-tenth of the way into its 25 year growth programme.

The Combined Authority is made up of the Leaders of the County, Unitary and District councils of the area; The Police and Crime Commissioner, the Chair of the Fire and Rescue Authority, and a representative of the NHS attend its meetings as well. The Combined Authority is chaired by an elected Mayor, James Palmer, who has a direct mandate from voters and stood on a manifesto that also committed the Combined Authority to projects and policies. It also incorporates the Business Board, which has the functions of a Local Enterprise Partnership.

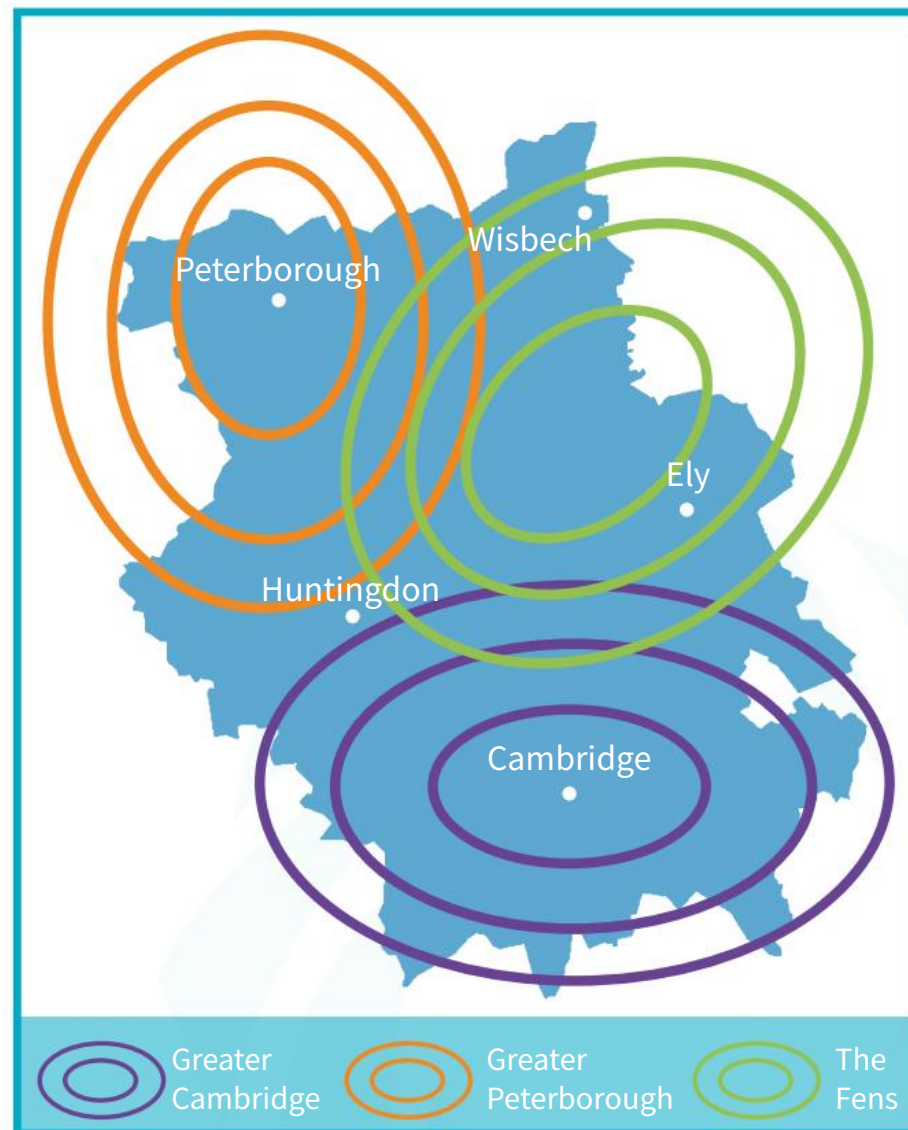


CPIER Report

One of the first Devolution Deal commitments to be implemented was the establishment of the Cambridgeshire and Peterborough Independent Economic Review (CPIER), which was chaired by Dame Kate Barker. The review engaged with a significant range of partners from Business, Education, Government and the Voluntary Sector and provided a sound evidence based to inform the Combined Authority's investment decisions.

- The CPIER identified three specific sub-geographies for the area, each with their own strengths, challenges and opportunities: The Fens, Peterborough sub-region and the Cambridge sub-region.
- The Combined Authority was identified as having significant responsibility in curating and supporting such a vital contributor to the UK's general economic well-being.
- For Greater Cambridge the challenge was to meet the demands for growth as well as solving the sustainability problems for housing and transport that rapid growth was creating.
- Peterborough was identified as a thriving heartland city but issues of inequality and low productivity needed to be addressed based around a significant skills gap for part of the population.
- The challenge for the Fens was to level up economic inequality by greatly improving connectivity. The workforce also needed to be supported to take advantage of the increasing emphasis on science and engineering including within the agricultural production sector.

Our three economic geographies



CPIER Report

Greater Peterborough

The CPIER identified significant growth potential for the City of Peterborough but also raised concerns about the relatively low level of skills in the workforce.

However, Peterborough is the UK's fourth fastest-growing city in terms of population and posted GVA growth of a phenomenal 11.4% in 2017-18. Peterborough is spearheading clean growth and has more electric cars per head than any other UK city. Peterborough is well connected, serving as a key hub between the East and the Midlands, and hence its transport and logistics economy is strong. Amazon and Tesco are among firms to locate distribution centres here. 20% of Peterborough's turnover also comes from high-tech manufacturing.

In response to the CPIER the Combined Authority has invested in a new University for the city and accelerated its opening to 2022. Devolved responsibility for the Adult Education Budget (AEB) has enabled the Combined Authority to tender adult education with local providers and focus on the skills needed specifically for the Peterborough sub-economy.



The Fens

Significant infrastructure investment was identified as being required within the Fenland area to improve connectivity and address historic inequalities in economic development.

The area contains 50% of the UK's very best Grade 1 agricultural land. This natural asset is augmented with a cluster of pioneering Agri-Tech, science and nutrition enterprises working in partnerships with farmers and growers. The future of UK and global food production is being nurtured in the Fens and nearly 18% of employee jobs are in the manufacturing sector (compared to 8% for the UK as a whole). Of 460 new apprenticeships started in Fenland 20% were in Engineering and Manufacturing Technologies. Fenland has particular strengths in metal fabrication and precision engineering with firms such as Stainless Metalcraft.

The Combined Authority has since played a significant role in championing future investment for Fenland with initiatives such as Wisbech Rail, Wisbech Access, regeneration of Fenland Railway Stations, A47 Dual Carriageway, Wisbech Garden Town and the Market Town Master Plan Initiative.



CPIER Report

Greater Cambridge

The CPIER focused on the globally significant knowledge intensive industries within the Greater Cambridge sub-region. The economy has a network of high-tech industry powered by talented, enterprising people. Bioscience, AI, robotics, software, automation and big data are all well-known areas for expertise.

Many global leaders in science and technology have Cambridge-based operations. Homegrown enterprise is also very strong, where indigenous companies have higher growth rates than average. Cambridge start up ARM for example, founded in 1999, sold for £31 billion to Softbank in 2016. This process of agglomeration, where knowledge intensive businesses and entrepreneurs gather together in clusters, has resulted in a multiplier effect which powered the economy forward. Between 2000 and 2017, ONS figures show the turnover of the city's science and biotech sector has grown from £9.3 billion to £34 billion.

The CPIER recommended that transport infrastructure investment was crucial to ensuring Greater Cambridge's sustainability and global competitiveness. The Combined Authority has made investments in the Cambridge Autonomous Metro (CAM), Cambridge South Station and the A10, as well as focusing on delivering sufficient new build housing to meet the needs of all sections of the workforce.



Sectoral growth

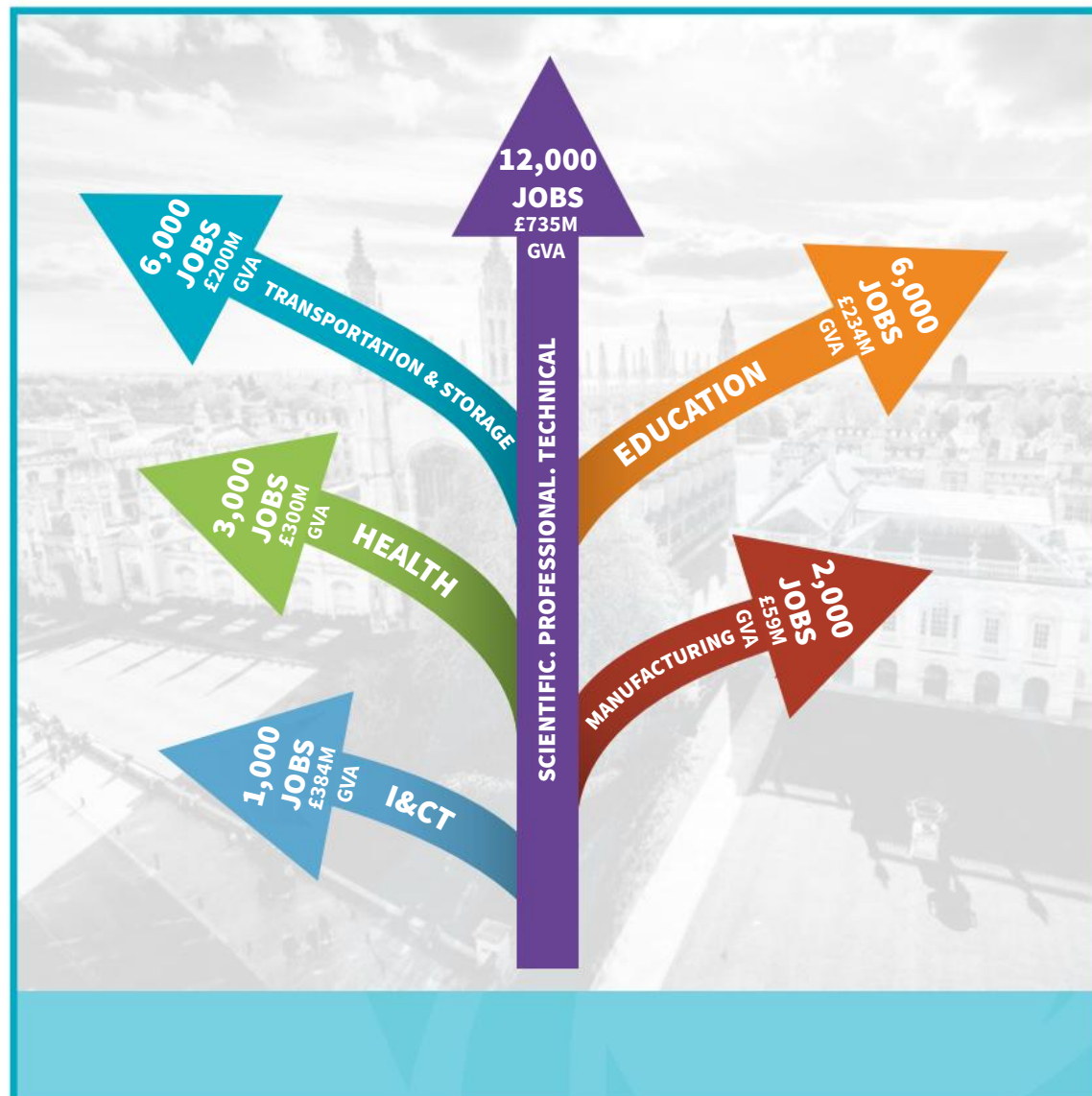
High growth in knowledge intensive industries

The Combined Authority recognises its responsibility for enhancing the growth of the Cambridge sub-region and its world-leading knowledge intensive industries. Currently employment growth of Cambridge-based companies continues at very high levels, despite the political and economic uncertainties of the debates about EU Transition. In the 12 months to April 2019, turnover rose by 7.2% and employment by 5.6% (figures for 2018 were 8.7% and 4.0% respectively).

Sectorally, the growth of employment in the knowledge intensive sectors has been marked, with employment up 8.8% (to April 2019), compared to 4.8% the previous year, taking the total number of people employed by the 5,148 Cambridge-based technology companies to over 69,000.

Comparing GVA and employment growth, the Professional, Scientific and Technical sector of the economy has been the top performer in terms of growth over the last three years, adding an additional £735 million in GVA to the UK Economy. Information and Communications Technology growth added an additional £384 million per year whilst Education added £300 million.

Jobs Growth, Greater Cambridge. Source: ONS 2019



Our performance

Accelerating growth

Growth targets are being exceeded

Prior to the COVID-19 crisis the Combined Authority was exceeding its growth target and was one of the leading performers for economic growth amongst all Devolution Deal areas.

For the previous two years, ONS have reported GVA growth for the Combined Authority of over 4% annually (compared to a target of 2.8%). To put this performance into context, the Combined Authority economy today is now £831 million larger compared to the baseline growth trajectory. Over 26,000 jobs have been created during this time.

It should be noted that since the COVID-19 crisis there are approximately 16,000 more people claiming unemployment related benefits. The government jobs retention scheme has protected a further 100,000+ jobs in the region to date.

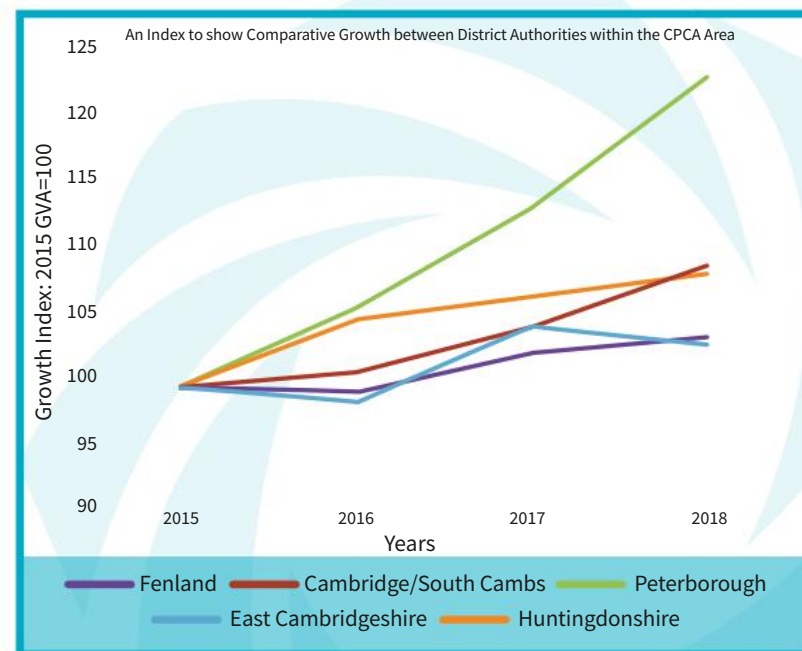
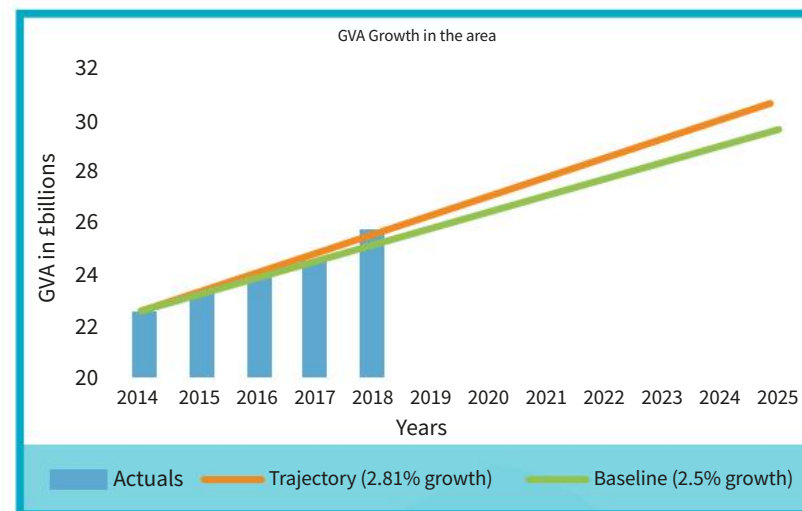
Inclusive growth

Left behind areas of the region are benefiting from growth

Part of the Combined Authority remit is to 'level up' areas of the region that have relatively high levels of deprivation including Peterborough and Fenland.

Peterborough has seen the fastest growth rate in GVA compared to all other areas within the Combined Authority and this recent growth has brought an additional 14,000 jobs (since 2014). Further positive signs regarding the inclusivity of growth for Peterborough pre-COVID-19 was the unemployment related benefits rate dipping below that of the UK for the period 2016 – 2018, the first time this has happened in 13 years.

Fenland has significant infrastructure challenges to overcome. However, its five-year growth rate of 14.9% (2013– 2018) has been significantly better than the 1.6% and 7.6% from the previous two five-year periods. Although these early signs are positive, in both cases it will take time for investment by the Combined Authority to have an impact on the material measures of deprivation; local experience with improvement to parts of Huntingdon (kick-started by single regeneration budget investment in 1998) point to a 20-year time scale for measurable change.



Planning for success-key strategic documents

“Our biggest risk is failure to deliver. That’s why we have been working so hard on laying strategic, evidenced-based foundations, building robust assurance and monitoring frameworks, and setting out clear, balanced budgets. We now have a phenomenal range of schemes either being built or advanced to the ‘shovel ready’ phase. It’s hugely exciting.”

-Mayor James Palmer.



[The Local Transport Plan \(2020\)](#) details the delivery of a world-class transport network that supports sustainable growth and opportunity for all. It describes the projects that the Combined Authority and its partners deliver and how, and it sets out the vision, goals and objectives that define how transport will support the Combined Authority’s Growth Ambition, and our approach to meeting these objectives.

[The Non-Statutory Spatial Framework \(2018\)](#) detailed how more than 90,000 new jobs and 100,000 new homes described in Local Plans could be supported via a spatial strategy. The framework is about how strategic planning can shape growth to make the economy more inclusive and sustainable, while strengthening communities and enhancing quality of life. Phase 2 will build further on that work to shape growth to 2050 and beyond.

[The Local Industrial Strategy \(2019\)](#) sets out how Cambridgeshire and Peterborough will maximise the economy’s strengths and remove barriers that remain to ensure the economy is fit for tomorrow’s world. The strategy identifies our ambitions to expand and build upon the clusters and networks that have enabled Greater Cambridge to become a global leader in innovative growth and it looks at how we can increase sustainability and broaden the base of local economic growth thereby improving the long-term capacity for growth in our economic geographies by supporting the foundations of productivity.

[The Housing Strategy \(2018\)](#) represents a new, ambitious and flexible approach to accelerating building rates and making homes more affordable in order to help tackle the severe shortage of housing of all types across Cambridgeshire and Peterborough. The Housing Strategy will enable the Combined Authority to meet its ambition to deliver 100,000 additional homes and 40,000 affordable homes by 2037 and help to address the affordability of housing, particularly for key workers, first-time buyers and those in low and medium paid employment, who cannot easily access the home ownership market.

[The Skills Strategy \(2018\)](#) is a blueprint for designing and applying skills policies that makes the most of the region’s workforce and maximising the skills of its residents to drive up productivity, enable economic growth and support social inclusion.

Partnership

Working together to deliver:

Early consensus building through the Independent Economic Review, facilitated in partnership with Cambridge Ahead, an independent business body.

Growth Ambition Board brings together public sector partnership to oversee and deliver the Combined Authority's growth programme.

Transport projects delivered through partnership with Cambridgeshire County Council, Peterborough City Council, Network Rail, DfT, and Highways England, led and managed through a Programme Board.

Digital infrastructure investment delivered through Connecting Cambridgeshire in partnership with district councils, mobile operators and other providers.

Peterborough University developed through partnership with Peterborough Council, HE partners, and businesses.

The unique Business Board brings the private sector into the heart of Combined Authority decision-making.

Convened new partnerships to coordinate Covid-19 recovery action on the economy and transport.

Natural Cambridgeshire established with a range of partners to balance economic development with growth in environmental assets, with a commitment to "double nature" in the area.

Affordable housing delivered in partnerships with councils, housing associations and developers.

CAM overseen by a CAM partnership board with councils, business and the community and delivered in partnership with the Greater Cambridge Partnership.



“Partnership will be essential to delivery. The public sector in particular needs to work more closely to leverage all our resources, human and financial. We also need to depoliticise what we do about growth and build a consensus that gives our communities, businesses and central government the confidence that when they make decisions to live, grow and invest in our region they do so knowing there's not a better area in the country to do it. Key and valued local partnerships for the Combined Authority include those with constituent authorities, with the Business Board and employers in the area, with the Greater Cambridge Partnership, and those involving cross-border working with neighbouring councils.”

Growth Ambition Statement, November 2018

Innovation

Innovation solutions:

The Combined Authority has fully integrated the work of the former Local Enterprise Partnership forming a single investment strategy from hitherto disparate funding pots.

The Combined Authority has successfully accelerated project planning and delivery, for example, cutting in half the time taken to move through Outline Business Case stage of project development, reducing delivery time for a new station by a quarter, and reducing business case costs by a third.

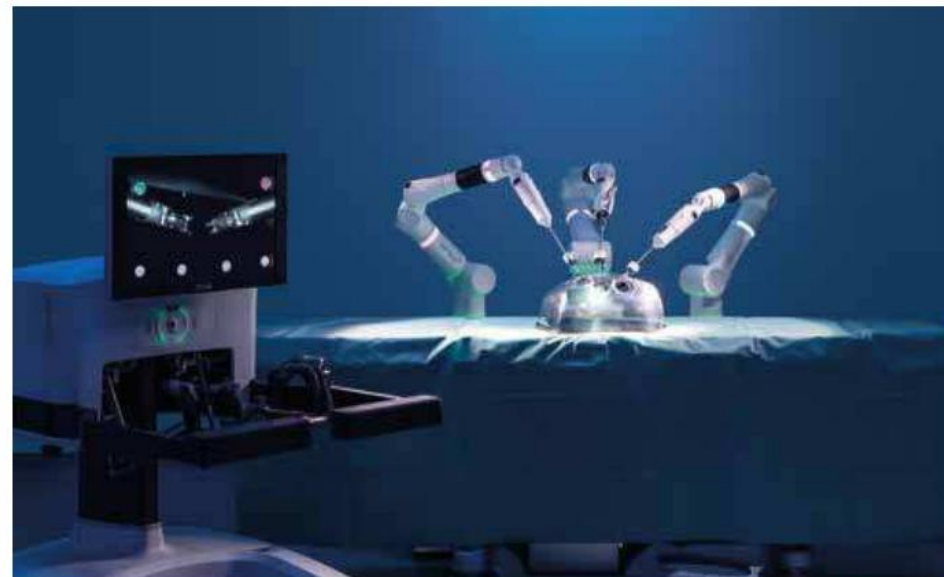
Peterborough University's business model challenges traditional academic routes with a focus on employer-led skills demand.

Ground-breaking commitments to integrating digital and transport infrastructure and to mandating enhancements to natural environment through infrastructure projects.

Independent Commissions established on public service reform and climate change with leading experts driving recommendations for change.

A national leader in innovation to support the delivery of housing. The Combined Authority's 'revolving fund' concept is unique, compared to distributed grant funding.

Implementing the concept of the £100k home in an area of high housing costs to enable younger people to get on the property ladder for the first time.



To level up the economy, the Combined Authority is injecting new thinking. The status quo of public sector delivery has not kept pace with our dynamic business environment. Piecemeal, sticking plaster gestures on transport infrastructure, bolt-on housing developments to already pressured communities, and business and skills programmes which lack strategic vision no longer cut it.

A preparedness to challenge and disrupt, to be bold and direct is central to the Combined Authority's strategy to deliver. That approach is manifested in a series of UK-first schemes across housing, transport and business and skills. Using evidence provided in the CPIER, the Combined Authority approach is to treat the economy as a whole system, which can only be as strong as its weakest link. It is about maximising our potential, bringing greater prosperity to more people and places.



3. Delivery

Delivering already:

University for Peterborough: The Full Business Case has been approved and we are on track for phase 1 completion ready to open the doors to 2,000 students in September 2022. Construction is due to start in winter 2020.

£170 million affordable housing programme: The Combined Authority Board has approved funding for over 2,400 homes to date and continues to work with developers to achieve our target of 2,500 units started on site by March 2022.

Market Town Masterplans: These have been delivered by the Districts, and the £13.1 million funding call for towns to implement delivery will have been approved by the end of 2020.

Strategies: CPIER, Local Transport Plan, Non-Statutory Spatial Framework and Housing Strategy developed and approved with partners.

Skills Strategy: Much of the strategy is currently being delivered and interventions include the skills brokerage, apprenticeship levy pooling and retraining scheme pilot. The devolved Adult Education Budget has now been localised and allocated based on analysis of local skills needs.

Soham Station: Construction began in September 2020 and the station is due to open in December 2021; originally expected to open in May 2022.

Other Transport delivery: Construction has completed on Ely Bypass and A47 Junction 18, along with quick wins in March and Fenland. Construction will be complete in 2021 for A605 Oundle Road Widening-Alwalton, A605 Stanground, Kings Dyke, Lancaster Way, Wisbech Access Strategy, March road improvements, and station upgrades at March, Whittlesea and Manea.

Ely Bypass opened in 2018



2019/20 was focused on moving at pace on a range of projects informed by the CPIER and our strategic plans. Establishing robust governance and project reporting as well as delivering on identified quick wins.

2020/21 is about pushing significant projects to the next decisive stage - the new University of Peterborough, the new railway stations, the world-class Cambridgeshire Autonomous Metro, bus service reform - and about delivery. Delivering the revolutionary £100k Home. Delivering the adult learning, training and retraining that can make our workforce one of the most technically skilled in the world.

Transforming transport

Developing the right transport interventions is complex, but we are responding to the challenge with transport schemes rooted in a sound evidence base that will deliver significant returns on investment.

Investment in our transport infrastructure is needed to unlock much-needed new housing and commercial space, while also playing a major role in meeting our targets on carbon reduction and enhancing nature and biodiversity, it is about challenging the old ways of delivering infrastructure to shorten timescales, cut waste and work more collaboratively with partners both private and public.

Our ambitions for a world-leading transport network reflect the bold, pioneering nature of our economy and our overriding priority to ensure this growth continues. The overall transport strategy for the region has been developed with a bottom-up approach, working in partnership with the seven councils. Engagement has taken place throughout with several of central government's arm's length bodies such as Highways England and Network Rail, as well as neighbouring transport and highway authorities. In addition to working with public sector partners, our work has also been informed by wider stakeholder engagement with our communities, transport operators, industry groups, and community organisations.



A10 Dualling and Junctions

Delivery

This project is looking at options for junction modifications, upgrades, and areas of potential carriageway dualling between Ely (A142 Witchford Roundabout (BP)) to the A14/A10 Milton Interchange. The Strategic Outline Business Case completed in July 2020, where a short-list of options were developed and the Outline Business Case will commence shortly.

Innovation

The proposed A10 Dualling includes digital connectivity and utility channels built in for future expansion, as well as segregated cycling, walking and equestrian facilities and crossings which will reduce the national cycle network by 9 miles from 21 miles to 13 miles. An Electric Vehicle strategy will also be developed to consider charging along this corridor in line with the government's commitment to transition to alternative fuel vehicles. The vision for this corridor is for the CAM to expand up to Waterbeach and potentially into Ely, providing an innovative autonomous rapid transit system as a real alternative to the car. The creation of the Combined Authority allows us to plan across an entire growth corridor, ensuring linkages and efficiencies and greater partnership building which will contribute to growth.

Partnership

The Combined Authority directly procured the technical supplier to deliver the Strategic Outline Business Case, working closely with Cambridgeshire County Council to ensure the proposed options are feasible, affordable and deliverable across all organisations. The corridor is extremely busy in terms of activities and the project teams have forged strong relationships to ensure alignment of delivery, including with a working group of local elected members.

This work is a strong foundation for the Outline Business Case, where it is proposed the Combined Authority provide capital grant funding to Cambridgeshire County Council, to jointly deliver this vitally important and technically challenging next stage.

Good News

The heavy traffic and constant delays on the A10 profoundly affect the quality of life of residents and visitors; the project will fundamentally improve the economic potential and wellbeing of the region by connecting the key corridors of the Greater Cambridgeshire Economy with the Fens economy and broadening opportunities for work and study.

Project Summary

The A10 stretch of road between Ely and Cambridge is a single carriageway route that links up to Kings Lynn in the North and London in the South and is used by a large number of people outside of the region. It forms a vital artery for freight, local, commuter and agricultural traffic and currently cannot cope with the capacity needed at peak times.

Value for Money scores are Very High and expected to add £580 million GVA per annum to the economy by 2041

Facilitating up to 11,000 homes at Waterbeach Garden Town

Supporting the development of 14,000 jobs at the Cambridge Science Park



Cambridgeshire Autonomous Metro (CAM)

Delivery

The development of a One CAM strategy will transform the scheme's delivery by unifying the separate projects of the CAM network under one streamlined plan, which will capture the benefits of the whole system under one vision and one voice. A separate delivery company, 'One CAM Limited' has been established to give the project the dedicated focus and world-leading expertise needed, and is chaired by Lord Mair, Robert Mair CBE, one of the world's leading tunnelling engineers.

Innovation

The CAM will demonstrate how 21st Century transport infrastructure can deliver something even greater than just faster and cleaner journeys, by being a key strategic tool for the wider levelling up of the regional economy. The CAM is expected to use a technologically novel, sustainable, highly flexible, trackless electric vehicle, offering a more attractive transport option than the private car. Utilising autonomous technology with dedicated routes that avoid congestion will improve the travel experience for all.

Partnership

The CAM governance structure has been set up to embed partnership working. Joint working is taking place between the Combined Authority and Greater Cambridge Partnership, which is developing CAM routes in the Greater Cambridge area. A Partnership Board was established by the Mayor to group together elected members and leaders from private companies, academia, and research to drive local energy into this infrastructure project. Stakeholder engagement has taken place in partnership with local communities and business by holding events and public consultations in libraries, shopping centres and at local businesses including larger employers such as the Science Park and Marshalls to engage and get feedback on the proposals.

Good News

By reducing reliance on private cars, the CAM will help cut congestion and tackle air quality issues, including removing a potential 7.5 million vehicle trips per year from the region's roads. Introducing a rapid transit solution in the form of a zero-emission CAM will transform people's day-to-day lives by fostering inclusive growth, spreading prosperity and opportunity to more people while protecting the environment and delivering cleaner air.

Project Summary*

The CAM will offer an integrated, fast, convenient and zero emission public transport network at the vanguard of how to move people around a small city and its region. It will support the Combined Authority's ambition for economic growth; creating jobs, boosting business and supporting new homes.

The CAM will also help sustain the economy's position as a globally competitive tech cluster, supporting growth industries including life sciences, automation, robotics, advanced engineering, big data, digital and agri-tech.

Value for Money scores are High and CAM is forecast to add £4.6 billion GVA per annum to the economy by 2051

60,000 new homes and the creation of 100,000 jobs

Estimated removal of 7.5 million vehicle trips per year

**taken from the CAM Strategic Outline Business Case, March 2019*



Cambridgeshire Autonomous Metro (CAM)

The City Tunnel Section will include new tunnels and stations under the city of Cambridge, with planned major interchange hubs at the city centre and at Cambridge train station. Four proposed regional routes will connect St Neots, Alconbury, Mildenhall and Haverhill – and settlements in between – with the city of Cambridge and each other.



Delivery

The Wisbech Rail Project Full Business Case concluded that a Heavy Rail option operating 2 trains per hour between Wisbech and Cambridge from a centrally located station within Wisbech was optimum. The rail option will reopen, after 50 years, the 8 miles of closed line between Wisbech and March before establishing an onward connection to Cambridge. This requires trains to travel through the busy Ely junction and therefore there is a programme interdependency with the Ely Area Capacity Enhancements project, which will increase the number of train paths through the junction.

Innovation

This project will spearhead the reintroduction of previously axed infrastructure to unlock the potential of Wisbech as a key sub-regional economic centre. Further work will explore lower carbon trains including innovative fuels. Engagement with The Office of Rail and Road has also highlighted the potential use of recycled materials in the construction of a sustainable Wisbech Rail.

Partnership

The Combined Authority has worked closely with local MPs, Fenland District Council, Cambridgeshire County Council and the Wisbech 2020 partnership in the development of this scheme. Further partnership working with Network Rail is anticipated for the next phase. Engagement with them, and the Department for Transport, is underway.

Good News

Providing a station and links to Cambridge will transform Wisbech and the surrounding areas giving access to better employment opportunities and attracting inward investment. Wisbech Rail will improve the prosperity of Wisbech and is key to delivering a Wisbech Garden Town featuring 12,000 homes and 100 hectares of employment space.

Project Summary

The Wisbech Rail project is designed to improve the connectivity between Wisbech and Cambridge, enabling better access to employment opportunities, encouraging inward investment into Wisbech, and relieving the housing pressure in Cambridge.

Wisbech is one of the largest towns in the country without a railway station. Increasing connectivity will bring improved prosperity to Wisbech, levelling it up with Greater Cambridge.

Value for Money scores are High

Construction start is expected circa 2023

Enable the delivery of 12,000 new homes and create 100 hectares of employment space



Cambridge South Station

Delivery

Following the first round of consultation earlier in 2020, Network Rail identified and selected the preferred location of the proposed Cambridge South railway station. This corresponds with the Northern location presented at the public consultation events held in January 2020 and more details for this option are subject to a public consultation exercise due to complete at the end of November 2020. The new station is proposed to be located adjacent to the Guided Busway (Addenbrooke's bridge) and will provide a new transport choice to patients, visitors and employees travelling to and from the Cambridge Biomedical Campus. This will also provide direct access to a range of potential routes for those in South Cambridgeshire and better connections across the southern fringe of the city.

Innovation

Cambridge South has been designed to specifically exclude car parking facilities. The designs include the capability for significant cycle parking and integration with the existing and proposed busway and facilitates to operate as a transport interchange. The design takes cognisance of the Greater Cambridgeshire Partnerships bus scheme and the future Cambridgeshire Autonomous Metro. The station is being reviewed by The Department for Transport as part of the acceleration of Infrastructure projects.

Partnership

The Combined Authority have been joint funding partners with Department for Transport, AstraZeneca and Cambridgeshire County Council. Network Rail have developed a standalone solution that does not need to rely on other projects but at the same time, does not preclude integration. This project is running in parallel with the Greater Cambridgeshire Partnerships scheme for the Cambridge South East Better Public Transport project and will also form part of a transport hub with the Cambridgeshire Autonomous Metro, providing high-quality, frequent, and affordable public transport for the region.

Good News

Cambridge South Station was named within the 2020 budget for having full funding to delivery thereby allowing for this brand new public transport solution to deliver the connectivity needed for this dynamic hub of biomedical research, transformational business and pioneering scientific breakthroughs.

Project Summary

A railway station serving the busy and thriving Cambridge Biomedical Campus is essential for projected growth in jobs and visitors to be sustained. The aim is to develop plans for a new station in the vicinity of the growing biomedical campus along with associated infrastructure to sustainably improve connectivity to London, the Ox-Cam Arc and across the Cambridgeshire region.

Aiming for the station to be operational by 2025

27,000 jobs planned for the Cambridge Biomedical Campus site by 2031 alongside thousands of new homes (largest in Europe)

105,000 jobs supported across the Cambridge sub-region in 'Knowledge Intensive Industries'



Soham Rail

Delivery

A combined, phased, approach and funding approval for the GRIP 4-8 stage has reduced programme delays and enabled overlapping projects to proceed at the same time. A contract has been awarded for detailed design and construction, and advanced works commenced in September 2020. Planning consent has been granted, enabling the works to proceed at pace.

Innovation

Working with Network Rail, the Combined Authority has challenged the usual sequential, phased approach to rail delivery. Instead, Soham Station has reviewed the track work activities and scheduled overlapping phases in a much-condensed process, which is delivering a simpler and more effective rail investment and most importantly now includes the opportunity for an earlier than planned Station opening.

Partnership

The Combined Authority continues to work closely with its partners: Network Rail, Cambridgeshire County Council and East Cambridgeshire District Council. Grassroots public engagement events and communications have ensured local communities and businesses have been able to have their say on the outcomes of the project.

Good News

The confirmation of the planning consent and the ability to start enabling works in September 2020 (two months earlier than originally planned) is a significant step forward for this long wished for benefit for Soham and those from the wider community. This project will connect Soham to the wider local, regional, and national rail network, providing enhanced alternatives to the car.

Project Summary

The East Cambridgeshire town of Soham is growing considerably and is ideally located to link with the nearby economies of Ely, Newmarket and Greater Cambridge, but with no mainline rail connection for over 75 years, this rural centre lacks much needed connectivity. The long-standing Soham project was previously blighted with delays, but the Combined Authority has stepped in with a fresh approach to accelerate its delivery, enabling economic and housing growth and improved prosperity for the people of Soham.

Value for Money scores are High

Opening expected December 2021

Modification to the existing railway track, construction of the station/platform and car park to commence summer 2021



Fenland Stations Regeneration

Delivery

Phase 1 of the Fenland Station Regeneration Programme will see an improvement to customer access at the stations. New facilities include carpark extensions and improvements, ticket machines, lighting, and shelter installations. The upgrades to the stations are well underway, with new facilities already installed in a programme of work that will run into 2021.

The ambition for phase 2 of the project is to increase the platform length at both Manea and Whittlesea Station, as well as adding a footbridge access at Whittlesea. Physical upgrades need to be matched by timetable improvements, with regular stops at all Fenland Stations, particularly at peak commuting times; and a doubling in frequency of services between Stansted to increase capacity and comfort; and an increase from two carriages to four and later services Monday to Saturday.

Innovation

Similar to the approach undertaken for Soham Station, Fenland Stations has challenged the conventional approach to delivery of rail improvements and where possible, delivered early packages such as the improvements that have already been undertaken at the stations. Investment in cycle parking in March has also been completed, which will make it easier for commuters to include cycling in their everyday journey. This will help to reduce congestion on the roads, improve health and fitness and cut the cost of the daily commute.

Partnership

This project is being undertaken on behalf of the Combined Authority by Fenland District Council and Greater Anglia, with representation from Network Rail. The Combined Authority and Fenland District Council have expedited delivery of the Manea Station carpark by collaborating together and working with a design and construction organisation to commence construction earlier than expected.

Good news

Three new shelters have been installed at Manea and Whittlesea Railway Station as part of the Combined Authority's initial investment, and also lighting improvements and additional ticket machines at Whittlesea Station have been installed.

Project Summary

Fenland District Council area contains three railway stations, at Manea, March and Whittlesea. The stations lack modern facilities, which reduce their appeal to passengers. A rail journey from March to Cambridge is approximately 35 minutes and a journey from Whittlesea to Cambridge is currently around one hour, involving a change at Ely and running every other hour. Connecting Fenland to the wider economy via rail will reinvigorate the area and drive up aspiration, helping to reduce commuter times and will give the headroom needed to support jobs and housing growth.

Value for Money scores are High

Delivery completion of Phase 1 expected for December 2021

Contributing to 11,000 homes and 7,200 jobs by 3031 as set out in Fenland District Council's Local Plan



Bus Reform

Delivery

A dedicated Bus Taskforce has been launched to gather the evidence which will determine the best approach to improve bus services. A delivery options evaluation report is being developed with a number of long-term bus delivery options considered, including continuation with the current unregulated environment, Advanced Quality Partnerships, Enhanced Partnerships and Franchising. A reasoned recommendation as to which of the evaluated options should be adopted was due in late 2020 but has been postponed to allow the impact of COVID-19 on the bus industry to be taken into account.

Innovation

The Combined Authority will undertake radical reform in how buses can operate within an integrated public transport system that benefits communities and businesses and uses the latest technologies. Pilot projects for Demand Responsive Travel and micro-mobility have been commissioned, and integration with the CAM is an option.

Partnership

The Bus Reform work started with a major piece of public consultation to consider the various delivery options for future bus services across the Combined Authority area. The views of over 5,000 residents across Cambridgeshire and Peterborough were sought through on-street surveys, focus groups and an online survey on how bus services should be improved, which sent a clear message on what needs to change to make our bus network fit for the 21st century, and has enabled the Combined Authority to respond with a clear plan of action of how this will be achieved.

Good news

The strategic trunk routes for the foundation of a new bus network are being identified and from the beginning of September, the Combined Authority launched new services from West Cambridgeshire to major employment sites at Cambridge Science Park and the Biomedical Centre, which previously lacked strong connectivity. A new radial route for Peterborough is also being tendered.

Project Summary

The Combined Authority is bringing the bus network into the 21st century with new powers under the Bus Services Act 2017 providing options for radical reform. Those options could be as radical as the introduction of full franchising for the first time outside a major city, or instead involve closer partnership working with providers. A bus service which is reliable, affordable, frequent and modern, will support the Mayor's ambition for growth by better connecting more people to the opportunities of the economy.

343 buses currently providing services in the Combined Authority area

The annual bus network support grants totalled £3,719,000 in 2019

5,000 residents consulted on how bus services could be improved



A47 Dualling

Delivery

Dualling the A47 between the A16 in Peterborough and the Walton Highways in Wisbech will unlock economic growth across the region and to the heart of the region's left-behind market town. The Strategic Outline Business Case is complete, including Highways England's Project Control Framework 0 which achieved Green Status in the Stage Gate Assessment Review (SGAR). Work to scope the PCF stage 1 and 2 has been completed.

Innovation

The Combined Authority took a fresh approach to the problems of the A47, developing one scheme, rather than taking a more traditional piecemeal approach. In doing so, the Combined Authority funded the Strategic Outline Business Case and development of the Project Control Framework 0, working collaboratively with Highways England, for the benefit of Highway England's route.

Partnership

The A47 Dualling is a key scheme and has led to strong partnership working with Highways England to develop the Project Control Framework 0 Products to a standard that achieved a green SGAR. Officers continue to engage with Highways England, who have suggested that work on the A47 Dualling is being undertaken by them with the Combined Authority as a co-sponsor on the project board. This unusual, integrated approach ensures the Combined Authority will continue to have a key role in progressing the project, while also bringing the scheme into Highway England's work programme.

Good news

Tackling the slow journey times and capacity issues of the A47 will stimulate economic growth and bring about inward investment in housing, education, employment and the agri-tech economy in an area of deprivation. It will bring vital connectivity that complements other Combined Authority transport and infrastructure priorities such as Wisbech Rail and the Wisbech Garden Town.

Project Summary

The A47 is of strategic importance nationally and within Cambridgeshire and provides a crucial East – West link between the A1 and the east coast ports, connecting many communities along the corridor. The A47 is a single carriageway and the route offers slow, inconsistent journey times, and reaching capacity in some areas. It has been underinvested in despite linking the East with the Midlands and the North and connecting the two major centres in Peterborough and Norwich.

Value for Money scores are High

Delivery expected in 2030

Potential to deliver 30,000 new homes, on top of the 20,000 already proposed under the local plan



March Area Transport Strategy

Delivery

Along with the construction of a Quick Wins package, the current stage of the project is to develop the Option Assessment Report into an Outline Business Case for a range of interventions including signal and roundabout improvements and a northern industrial link road. This is which is to be delivered by July 2021.

Innovation

Restrictions in place due to COVID-19 required the Combined Authority to come up with an innovative solution to allow public consultation to go ahead. A new virtual event was personalised to show consultation materials including virtual reality and sound demonstrations, videos, maps, plans and pop up banners. This tool allowed the public reaction to be captured and saved for analysis and allowed the Combined Authority to engage with a wider audience.

Partnership

The Combined Authority has been working closely with Cambridgeshire County Council, Fenland District Council and March Town Council to deliver this scheme. A flexible approach in partnership has been adopted by the team and partners from each of the organisations, ensuring the project fully meets the specific requirements tailored to local circumstances and adapted to respond to local opportunities and challenges.

Good News

At the earliest opportunity it was identified that a set of Quick Wins, prior to the delivery of the bigger strategic improvements, could be delivered. These include providing crossing points for safer routes to schools, improved footway and safety improvements. Most of the programme of the Quick Wins is now estimated for delivery up to March 2021, which will see around £1 million invested into the area of March.

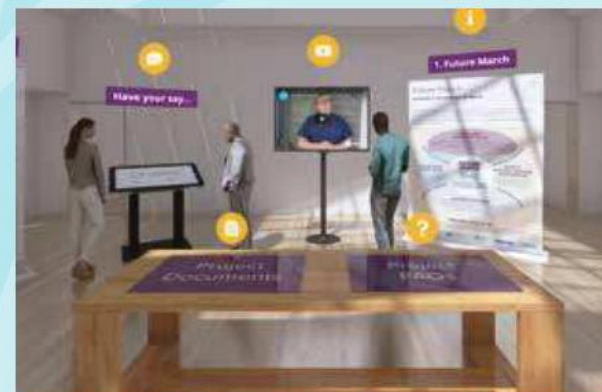
Project Summary

The March Area Transport Strategy has identified transport interventions in March which will address existing capacity and safety problems whilst promoting and supporting future growth. Following substantial engagement with the community and local elected members, a number of options have been identified for improving access to the town centre and encouraging growth. In addition, a set of Quick Win schemes has been recognised.

Value for Money scores are High

To support delivery of Fenland District Council local plan (2014) target of 4,200 new homes in March

To contribute to the development of 30 hectares of employment land



Other transport projects

A141 North Huntingdon Offline Bypass:

An improvement scheme north of Huntingdon to help to foster growth across Cambridgeshire. The emerging option developed through the Options Assessment Report was an A141 offline by-pass, which has the potential to support an additional 6,750 dwellings in the region, 4,500 dwelling at Wyton Airfield, and 2,250 others on sites near Huntingdon.

Wisbech Access Strategy:

A package of improvements to the road system around Wisbech stimulating 3,500 new homes and 2,500 new jobs. The Full Business Case is to be completed by October 2020, prior to construction of phase 1 of the 3-phase project.

Ely Area Capacity Enhancements:

The area of rail infrastructure around Ely is a key bottleneck to future passenger and freight service growth, much of the network is already at capacity, holding back growth. The project will help to deliver additional rail services, including to Cambridge, Kings Lynn, Peterborough and Ipswich, and provide the capacity for any future services to Wisbech.

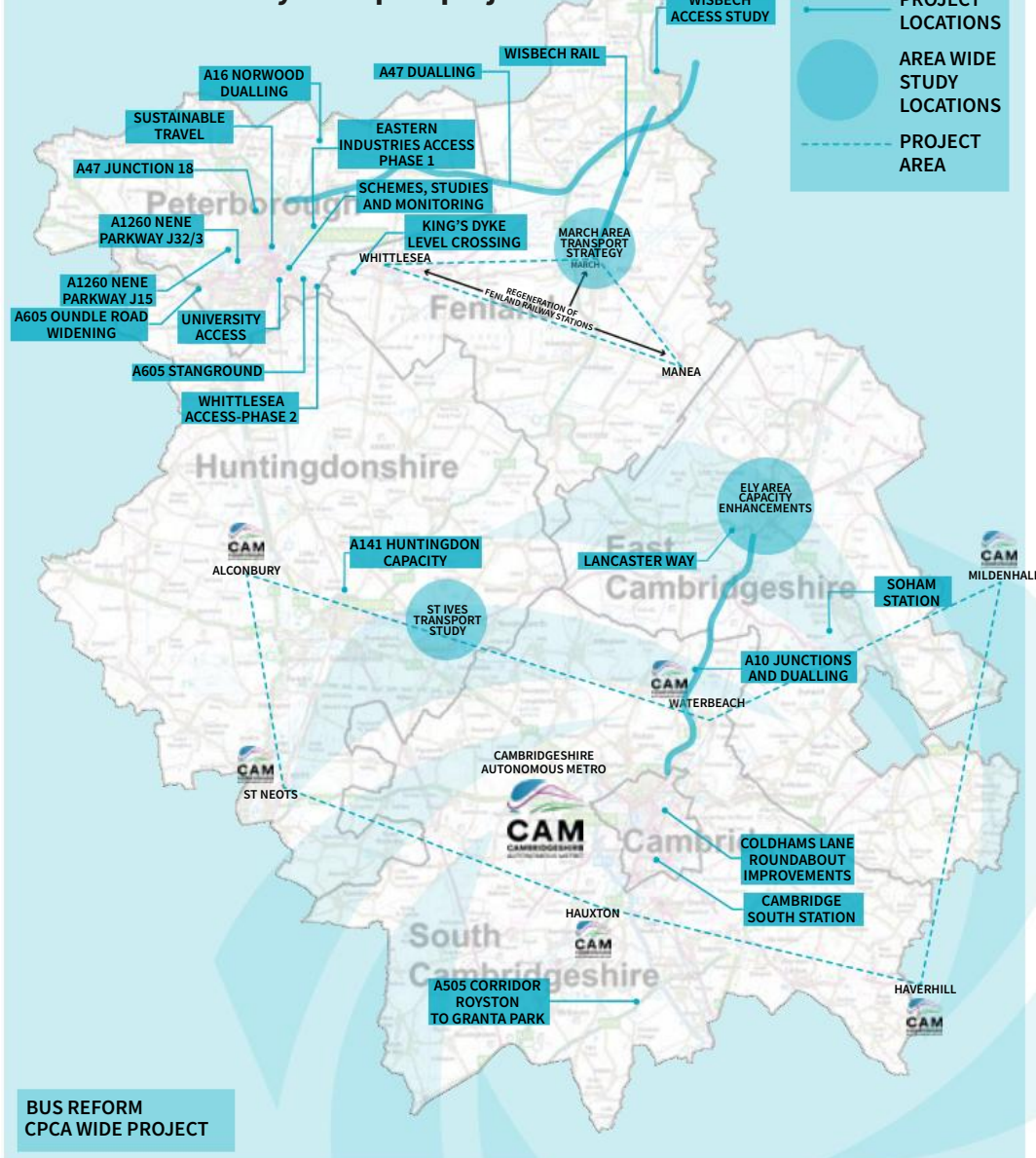
Kings Dyke:

The project will create a new road crossing over the existing railway line, to allow for the existing level crossing on the A605 to be closed. In peak periods the crossing can be down from 12 to 23 minutes per hour. The scheme is estimated to begin construction in 2021.

A605 Oundle Road Widening-Alwalton:

An Options Assessment Report has been developed to investigate the current traffic situation on the A605 between Alwalton and Lynchwood Business Park. This follows the submission of a planning application for a housing development in Alwalton. The scheme is estimated to begin construction in 2021.

Combined Authority Transport projects



Housing delivery

The Cambridgeshire & Peterborough Combined Authority has ambitious targets to deliver affordable housing across the region. By 2037, at least 100,000 additional new homes will be built, with a minimum of 2,500 new affordable homes started on site by 2022. The Combined Authority is on schedule to meet this commitment, with nearly 2,400 homes funded and over 1000 units started on site as of 2020.

The Combined Authority has committed to helping address the affordability of housing across the area, particularly for key workers, first-time buyers and those in low and medium paid employment, who cannot easily access the home ownership market without family or other third-party support.

To realise these ambitions, the Combined Authority has a bold and innovative housing strategy to help tackle the region's housing needs.

Recognising the need to move beyond conventional methods of housing delivery, which for many years have not delivered enough affordable and other types of housing, the Combined Authority is taking a new, flexible approach to accelerating building rates and making homes available to help tackle the shortage of housing of all types including the flagship £100K home project and development of Community Land Trusts.



Affordable housing programme

Delivery

The affordable housing programme is on track to deliver 2,500 new affordable houses by 2022. Of the £100 million fund, £60 million has been set aside for grant funding and £40m has been allocated as investment in housing delivery initiatives that instead seek to recycle the funding. This is known as the £40 million Revolving Fund. Currently £35 million is employed as loan funding and the funds are recycled and re-invested into other housing opportunities, including joint ventures.

Innovation

The Revolving Fund concept is a Mayoral innovation that we believe is unique to the Combined Authority, as most Affordable Housing Programmes focus solely on distributing grant funding. A wholly owned subsidiary company, Angle Developments (East) Limited, has been established which will enable the Combined Authority to deliver its own projects and enter into joint ventures with other public sector partners and developers that are focussed on accelerating housing delivery.

Partnership

The Housing team is developing partnerships with a range of organisations to ensure the Combined Authority can award grants to registered providers and not-for-profit organisations to bring forward development. The key partners to the Revolving Fund element of the programme are developers utilising loan funding, joint venture developers that aspire to deliver affordable housing, and partner authorities who want to explore developing surplus assets from their portfolios. Cambridge City Council is best placed to deliver the £70 million Affordable Housing Programme, but the Combined Authority maintains overarching accountability for the programme.

Good News

The additional housing that is being built will provide affordable, shared ownership and socially rented units for people across the region. New affordable housing, including large developments such as Northstowe will also help establish a larger and wider housing base to support the economic growth of the area, and growth in existing market towns across the Combined Authority such as March and Whittlesea will enhance this.

Project Summary

In 2017, the Devolution Deal included £170 million from Government for delivery of an ambitious housing programme providing 2,500 new affordable homes to start by March 2022. £100 million is available across the Combined Authority area to deliver 2,000 affordable homes and £70 million is available to Cambridge City Council to deliver 500 new council homes.

2,400 units approved since the start of the project

1,000 starts on site and 231 units completed to date

On target for 2,500 new affordable home starts on site by March 2022



Community Land Trusts

Delivery

Technical advice and support from the Combined Authority is being provided to community-led housing groups including supporting planning applications for delivery of new community-led homes. This enables groups to secure the required funding and build partnerships for a successful scheme.

Innovation

Community-led development is an innovative way for us to overcome market failures in providing affordable housing. Affordable housing delivered by CLTs will remain in community ownership in perpetuity and provide genuinely affordable homes for people with strong local connections. This allows Cambridgeshire villages and towns to remain vibrant and sustainable.

Partnership

Community-led housing projects are delivered in partnership with the local community. Extensive engagement and consultation are key for projects coming forward and something that the Combined Authority strives to encourage and support.

Local developers, architects, and other consultants have been key to the success of the CLT Programme and SME organisations offer the opportunity to design bespoke, high-quality schemes that embrace the wants, needs and preferences of local people. This project is also supported by staff who provide technical support and expertise to new and existing community-led housing groups, which facilitates and enables groups to secure the required funding and build the required partnerships for a successful scheme.

Good news

Cambridgeshire is renowned nationally for the amount of community-led development taking place and recognised as a leader in providing technical support to community-led housing groups. Community-led development has been recognised on a national and international level as a way to address housing need.

Project Summary

The Community Land Trust (CLT) project aims to increase the delivery of affordable homes through community-led housing projects. This is an on-going programme and work is predominantly focused on establishing new groups, kickstarting schemes and providing necessary advice.

Currently working with over 20 community-led housing groups

688 CLT homes currently in the planning system (either approved or submitted), and another 200 CLT housing units to shortly go in for planning

Construction of 129 CLT units have started on site



£100k Homes

Delivery

The Combined Authority is encouraging developers to come forward and include £100K Homes as part of their affordable housing provision in schemes across the region. The Combined Authority is also supporting developers to engage with their Local Planning Authorities on the inclusion of £100K Homes and provides a suite of legal documents to ensure £100K Homes are provided in such a way that they will be affordable in perpetuity. There are four £100K projects on site and additional sites are in the pipeline, work is continuing in gaining planning permissions to expand delivery to meet the great demand.

Innovation

This programme shows the ability of Mayoral Combined Authorities to be truly innovative and forward-thinking when considering the needs of their communities. Traditional models of affordable home ownership have only gone so far in addressing this problem.

Partnership

The Combined Authority is working in partnership with local developers to deliver £100K Homes as well as in partnership with mortgage providers, to ensure that accessing a mortgage is not a disproportionate barrier to £100K Home purchasers.

Good news

The first eight £100K Homes due to be completed in December 2020 have been allocated to eight local, working people who have strong connections to the village, and who would otherwise not have been able to get their first step on the housing ladder. Home ownership is out of reach for so many working people and traditional models of affordable home ownership have only gone so far in addressing this problem. £100K Homes offer an invaluable solution for local, working people to get their foot on the housing ladder and this model could be replicated nationally.

Project Summary

The £100k Homes Project is an innovative new form of affordable home ownership and offer an affordable step on the property ladder for first-time buyers who live or work in Cambridgeshire and Peterborough. It is a more affordable home ownership option than other models, such as Shared Ownership, because purchasers will own 100% of their home and as such, will have no additional rental payments to make. The affordability of the property will also be secured for future purchasers in perpetuity.

2,275 people have submitted Expressions of Interest for purchasing a £100k Home

The first 8 £100k Home completion is expected in late 2020

Delivery of first 8 £100k Homes at Fordham, Cambridgeshire is already underway



Business & Skills delivery

To achieve our overall growth ambition, the Combined Authority through the Business Board is creating the conditions in which innovative enterprises can continue to flourish and where people are given the means to reach their full potential.

A major part of Cambridgeshire and Peterborough's economic success has been its ability to foster unique clusters of business talent and entrepreneurial spirit. The Combined Authority's aim is to build on the success of those flourishing networks and spread the growth further into the economy, so that prosperity is felt by more people and in places with greater headroom for expansion. This approach will also reduce capacity pressures and protect high growth areas, most notably in Greater Cambridge.

As the CPIER report notes, growth is being felt everywhere, so as well as spreading the best of our economy to more people and places, we are delivering the skills those people need to take full advantage of the opportunities that exist. The inclusive growth strategy is designed to widen our economic base and increase productivity. Achieving these two aims are at the heart of our delivery strategy and the following projects exemplify the trailblazing approach of the Combined Authority.





A New University for Peterborough

Delivery

The Full Business Case has been approved and public consultation on the design was carried out in February 2020. November 2020 sees the planned 'spade in the ground' and commencement of phase one, with completion (for occupation and doors open to students) due September 2022. To achieve these milestones, there were two key workstreams: to procure the Academic Delivery Partner (now complete) and develop, design, and procure a Main Contractor to deliver phase 1 infrastructure. The design has reached RIBA 3 and a short-list of prospective contractors has been agreed. The successful contract was appointed at the end of August with the main contract being awarded in January 2021.

Innovation

The university will feature technical work-based course delivery embedded in digital and technological methodology, a curriculum based on business and skills gap need with co-creation of courses written by industry, and higher-level apprenticeships and degree apprenticeships tailored to business need and demand. It will have a signature campus with sustainable, energy efficient buildings and future phases of the campus will include Research and Development Innovation Hubs that will support the creation of an innovative eco-system in the north of the region for Peterborough and the surrounding area.

Partnership

The launch of the Higher Education partner took place on 14th July 2020 and the Academic partner, Anglia Ruskin University, has both regional and national presence and a strong track record of delivering work-ready degrees and apprenticeships. Over the last four years, Anglia Ruskin has consistently increased the proportion of students from low participation areas and has significantly increased apprenticeships numbers.

Good news

Full Business Case, planning permission, Higher Education partner and contractor have all been approved and construction commences in November 2020.

Project Summary

Peterborough has been recognised for many years as a cold spot for Higher Education. The Combined Authority, working with Peterborough City Council, is committed to securing a new independent University for the City in readiness for the Academic Year 2022/23. This will have a transformational effect on the life-chances and well-being of its students and raises aspiration more broadly within Peterborough and the surrounding region.

Expected to add £630 million GVA per annum to the economy by 2032

50 direct temporary roles in construction and initially 22 University staff will be created

A further 166 directly employed staff as the University grows, up to 14,000 indirect jobs and 5,000 apprenticeships created



Market Town Masterplans

Delivery

Following the approval of the 11 Market Town Masterplans, the Combined Authority Market Towns funding is subject to a call process and open for bidding. To secure capital funds, Local Authorities are invited to submit bids against the Investment Prospectus, which was launched in June 2020. Following this process, the Combined Authority retains a strategic partner role, ensuring that county-wide decisions meet the needs of each town masterplan, and lobbying Government for further resource to deliver high-growth towns (and to promote the concept of place-based interlinked growth strategies).

Innovation

The Combined Authority is providing investment that adds value by helping towns clarify and reassess their priorities for future growth; there is no one-size-fits-all solution. In this way, the identity and role of each town will be brought to prominence and enable each town to grow their economies and contribute to the overall doubling of GVA over the next 25 years. This focus on market towns has been heralded by Government, by the Cambridgeshire and Peterborough Independent Economic Commission, and by other partners as a bold and progressive step towards inclusive growth.

Partnership

The Combined Authority commissioned the development of the masterplans and retains involvement as a strategic and funding partner. Lead responsibility for the implementation of the masterplans is with each District Authority in partnership with Town Councils, Business Improvement Districts (BIDs) and other stakeholder groups. Specific schemes that are launched will be subject to specific delivery arrangements, and in each case a lead delivery partner will be identified who will be responsible to the funding organisations for their specific scheme.

Good news

The Combined Authority has launched a £13.1 million funding call for towns to implement delivery of approved Masterplans. The process and delivery of these funds are happening quickly with further project proposals to go to Board in November 2020 for approval.

Project Summary

The Combined Authority has been working closely with Town Councils, District Councils, and local partners across Huntingdonshire, Fenland, and East Cambridgeshire to deliver 11 key market town masterplans. The Market Towns Masterplan project is supported by a commitment of £50,000 revenue investment from the Combined Authority for each market town to commission new research and analysis required to deliver bold growth ambitions. Bringing jobs, infrastructure and growth, the masterplans will enable each town to become and remain "vibrant and thriving places" whilst helping to boost the local and regional economy.

11 Masterplans approved

£13.1 million Combined Authority capital investment

£550,000 Combined Authority revenue investment



Adult Education Budget

Delivery

In the first year of delivery, from August 2019 to the end of June 2020, more than 7,000 learners accessed adult learning from the Adult Education Budget and studied on average 1.7 aims. We have experienced a doubling of remote, online, blended and distant learning with a corresponding increase in more time-consuming learner support to maintain retention levels. Provision reflects our strategic priorities by focusing on residents in Peterborough and The Fens and targeting learners who are expected to progress in their learning from one level to a higher level.

Innovation

The Combined Authority has moved from a transactional arrangement between commissioner and supplier to a more transformational relationship that shows results in terms of outcomes and impact. Adult education delivery has shifted considerably, with a lower proportion of Community Learning and a higher proportion of Adult Skills learning in 2019/20. The Combined Authority has also reduced sub-contracting and enabled more delivery with further progression in learning and employment.

Partnership

The Combined Authority works with 12 grant providers including local Further Education Colleges, local authorities and 5 Independent Training Providers including private sector training providers from across the country. It also involves a vast array of stakeholder participation and involvement including the Department of Work and Pensions, Department for Education, community groups, Further Education College and Ofsted.

Good news

The proportion of all learning aims which were delivered to learners from areas of high deprivation increased from under a quarter (22%) in 2018/19 to over a third (35%) in 2019/20, therefore contributing towards the objective in the CPIER of levelling up the regional economy.

Project Summary

The Devolution of Adult Education Budget to the Combined Authority aims to maximise adult education participation that will lead to increased economic, educational, and social outcomes for the low skilled and the low paid in the region. The expected outcomes will be the progression in educational attainment and pay as a direct result of adult education, as well as reduced skills gaps for employers. In the first year of operation (up to 31st July 2020) there was a concentration on participation, expenditure, and outputs, whereas the second year will move into the spread stage where there will be more focus on outcomes and impact.

Learners from areas of high deprivation increased from 22% in 2018/19 to 35% in 2019/20

Learners studied on average 1.7 learning aims which is a 10% improvement on last year

More than 7,000 learners accessed adult learning from the Adult Education Budget in the first year of operation



Business Growth Service and Growth Hub

Delivery

A Full Business Case has been produced reflecting the progress made in the design and development of the Business Growth Service, in collaboration with bidders to deliver it, and taking into account the impacts of COVID-19 and the related Local Economic Recovery Strategy. The four elements will allow the Combined Authority to engage the highest potential growth firms (Growth Coaching), expand our reach into key global markets (Inward Investment), provide an effective link between young talent and those retraining or progressing in a career (Skills Brokerage), and help SMEs grow (Small Business Capital Growth)

Innovation

The Combined Authority are always looking for innovative ways to increase the Growth Hub offerings such as the Hub Spot (CRM) which allows us to link grant applications and allows for a slicker service for businesses and a less person heavy process for applicants.

Partnership

Effective integration is created, nationally and locally with a range of contacts and businesses and with close working relationships developed with all Local Authorities and Economic Development Officers.

Good news

By integrating all these growth services into one single-front-door service, we will better connect our places and business clusters to support a growth eco-system developed over half a century within Greater Cambridge.

Project Summary

The Business Growth Service is due to launch in October 2020 and will comprise of four elements focused on supporting people and businesses across our region. This will include a Growth Coaching Service, an Inward Investment Service, a Skills Brokerage Service, and a Small Business Capital Growth Investment Fund. The Combined Authority Growth Hub was created to serve businesses across the region with un-biased advice and signposting to schemes that are being delivered either nationally or locally. It is an ongoing service that will form part of the new Business Growth Service.

Growth Service expected to add £220 million GVA per annum to the economy by 2026

1,323 (target of 400) businesses received 'light-touch support and information/signposting from Growth Hub

475 businesses receiving 'medium intensity' information, diagnostic and brokerage support from Growth Hub (compared to a target of 127)



Digital Connectivity

Delivery

The Digital Connectivity programme has already had positive effects in the region, with both superfast broadband and full fibre coverage currently tracking above the averages for England. This is a notable change from when the programme first started with coverage well below the England average at the time at less than 60% superfast broadband coverage.

Innovation

Emerging technologies, including artificial intelligence (AI) and machine learning together with big data techniques and increasing automation are starting to have a profound influence on growth and GVA prospects as well as wider social and economic impacts. The Combined Authority's Digital Infrastructure Programme has maintained an agile approach and can react flexibly to rapidly changing government and commercial priorities to take advantage of all opportunities to promote inclusive growth across the area.

Partnership

The Connecting Cambridgeshire Programme, led by Cambridgeshire County Council and co-funded by Peterborough City Council, was set up in late 2011 to improve the digital connectivity infrastructure across the area. Following the establishment of the Combined Authority, the programme was expanded with additional investment enabling a greater focus on commercial deployment and supporting better mobile coverage.

A collaborative approach between Cambridgeshire Councils and the Combined Authority has seen all transport and infrastructure commissioning bodies in the area adopt an innovative new policy to examine opportunities to incorporate fibre ducting in all schemes from 2019 onwards.

Good news

New technologies are advancing and will be incorporated for improved connectivity with drivers via their cars, passengers via apps, providing data enhanced travel choices. The Combined Authority will include digital connectivity and utility channels built-in for future expansion, in transport projects such as the A10 Dualling.

Project Summary

The Combined Authority's Digital Connectivity Strategy, delivered through the multi-partner Connecting Cambridgeshire programme, is rolling out world-class digital infrastructure to support businesses and communities, going further than the Government's baseline for technology and coverage. As well as targeting 99% superfast broadband coverage by the end of 2020, we are aiming to achieve full fibre coverage of over 30% by 2022, as well as working with mobile operators and government to improve mobile coverage as part of the new Shared Rural Network Programme.

On track to achieve 30% full fibre target by 2022

Just under 21% (August 2020) full fibre coverage against a UK average of 12% (March 2020)

Over 97% superfast broadband coverage, on track for over 99% coverage by the end of 2020



Integration with the Business Board

Delivery

As part of the Combined Authority, the Business Board is committed to advising the Combined Authority with its 2030 Ambition. It ensures that a clear business perspective is brought forward as the Combined Authority seeks to accelerate delivery and secure new investment from across Government, the private sector and the local area. The Business Board comprises of 12 private sector members and 2 public sector members (represented by the Mayor and Deputy Mayor). The Chair and Vice-chair bring together an innovative mix of manufacturing and academic research & development perspectives.

Innovation

The Business Board responded to COVID-19 recovery quickly and efficiently, with a new scheme launched in April 2020 named the 'COVID-19 Capital Growth Fund'. This offered grants from £2,000 to £150,000 for new capital investment projects, to support businesses during this emergency. The overall aim was to help companies survive the period of enforced downtime and enable them to strengthen their capacity to recover.

Partnership

The Business Board continues to provide regular updates and maintain engagement with the Cities and Local Growth Unit (CLGU) on progress on the development of its Local Industrial Strategy and mobilisation and delivery. It oversees the delivery of the programme and ensures a clear pipeline of potential LGF projects is maintained and updated. The Growth Deal team regularly reports and updates CLGU on the projected pipeline and associated spend/outputs and The Business Board undertakes monitoring and evaluation of its Growth Deal programme.

Good news

The Business Board is responsible for the rollout of Local Industrial Strategy and has a range of grant and business support schemes to lever growth, including making recommendations on bids to the £147 million Local Growth Fund to deliver improvements in productivity, new jobs, skills, transport and homes.

Project Summary

As of September 2018, the Local Enterprise Partnership became the Business Board and is made up of local business leaders who are driving some of the most successful, dynamic and important companies in the area. The Business Board gives commerce a strong voice in strategy development and decision making relating to the Combined Authority. Its input is a vital part of meeting the ambition to level up and drive the economy and productivity, whilst shaping the region as a leading place to live, learn and work.

£78.2 million Local Growth funding claimed to date

17 projects completed and 10 projects in delivery; a further 20 projects in contract negotiations

14,000 jobs (inc. 3,000 apprenticeships) currently forecasted to be delivered





4. Responding to COVID-19

Understanding the impacts of COVID-19

The Combined Authority was quick to commission research and intelligence to fully understand the impact of COVID-19 on the local economy and plan a response.

There is an estimated gross reduction in GVA for 2020/21 of £3.7 billion

Initially, the greatest percentage loss of activity was in Education (-38%), Accommodation, Food (-36%) and Construction (-30%).

Almost half (46%) of business respondents reported that they had effectively shut down during the COVID-19 lockdown.

There were 18,000 more claimants of unemployment-related benefits within the Cambridgeshire and Peterborough region, comparing May 2020 with May 2019; Higher rates compared to the 2008 banking crisis.

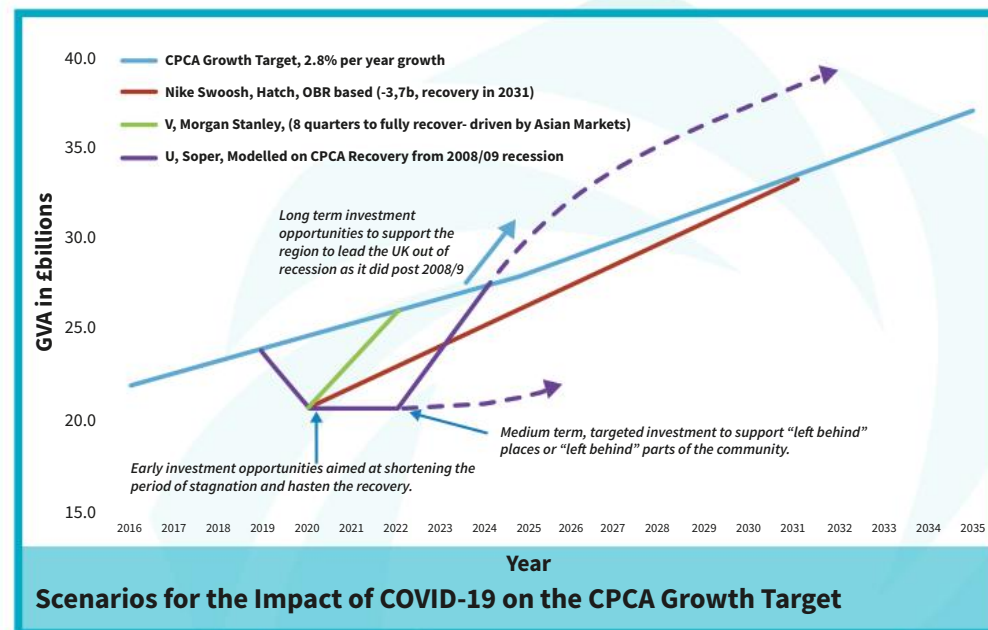
The uneven increase in claimants has exacerbated the sub-regional inequalities identified within the CPIER.

At its peak (HMRC July 2020) 107,300 jobs (25% of all jobs) in the Combined Authority area were protected by the Job Retention Scheme.

Combined Authority plays a key leadership role

The local response to COVID-19 has been led through the Cambridgeshire & Peterborough Local Resilience Forum. Within this framework, the Combined Authority has provided leadership for responding to the immediate impacts on business and also planning for a return to a fully functioning economy. The Combined Authority has led on transport recovery.

The Combined Authority has been able to provide flexible, adequate leadership and capacity to meet the crisis. Our region has been on the front foot in terms of responding to the economic and transport challenges.



Responding to COVID-19: business recovery

A coordinated and tangible response

The Combined Authority was quickly able to mobilise a coordinated and tangible response to support businesses following the impact of COVID-19. Importantly the Mayor and the Combined Authority were able to fulfil an important local leadership role.

Over £6 million delivered to businesses in the form of grant funding to 260 successful applicants.

800 forecasted protected jobs and 287 new jobs from the grant funding.

Over 6,000 businesses reached to offer support, signposting, funding and grants.

Business Triage Service established to handle significant increase in calls. Virtual 1-2-1 Support Sessions with professional business coaches established.

A series of 12 Webinars on key Business Considerations for the local Business community.

A £390,000 Visitor Economy and Restart & Recovery Grant rolled out.

Supporting economic recovery

With a regional focus on providing a sustainable and healthy region in which we live and work, our COVID-19 Economic Recovery Strategy Mission is to:

“To lead the nation out of recession - by accelerating the recovery, rebound and renewal of our economy achieving our ambition to double by 2025 - in a new and more digitally enabled, greener, healthier and more inclusive way than ever before”

We will achieve this through a Local Economic Recovery Strategy that accelerates our recovery by strengthening our businesses’ and workforce’ capacity for rebound and regrowth. Our local strategy is constructed to address the key phases of recovery and consists of 5 Pillars of delivery:



Accelerating
Start-Ups,
Scale-Ups &
Set-Ups



Accelerating
Hi-Tech Jobs
Growth



Accelerating
Recovery in
Construction



Accelerating
Upskilling &
Retraining



Accelerating
a Greener
and more
Sustainable
Economy

Responding to COVID-19: transport recovery

A coordinated and tangible response

The Combined Authority is coordinating the recovery of the transport sector within the region; including implementing a range of emergency measures.

The Combined Authority approved the spend of £2.9 million to improve cycle and pedestrian facilities across the region, of which £575,000 has been spent over an 8-week period on rapid, pilot upgrades to get more people walking and cycling through the active travel schemes.

The Combined Authority is also to become the first region in the country to roll out e-bikes and e-scooters to the public, offering the potential for fast, clean and inexpensive travel that can help to ease congestion on the roads and transport networks, reduce pollution and allow for social distancing.

The European e-scooter operator Voi have been appointed on a 12-month trial basis to provide e-bikes across the region and test out e-scooters in the centre of Cambridge where they will be assessed closely for safety and viability from 14th September onwards with e-bikes rolled out in early October.

Transport will be key to helping build our local economy out of recession. The Combined Authority working with constituent councils are focused on speeding up our future transport investment where possible and we will continue to look for opportunities for quick wins and overlapping phases of Business Case development to quicken delivery whilst maintaining quality and assurance.

Major transport projects including the A10, CAM and Soham Station have remained on track and are expected to deliver at least £39 billion GVA over the period up to 2045.

Supporting transport recovery

With fewer people opting to make journeys by public transport because of COVID-19, there was an urgent need to boost alternative modes of travel to the private car, to avoid heavy congestion on the roads, poorer air quality, and an unwelcome rise in carbon emissions.

The Combined Authority has worked closely with bus operators, whose fare revenue has been considerably reduced, to ensure a high level of services has continued to run. This includes running services for NHS key workers and intensive deep cleaning of the major bus stations in Cambridge and Peterborough.



COVID-19 Case Studies

Capital Grants

Fountain Fresh



Before coronavirus, Wisbech-based fresh food import and distribution business Fountain Fresh did not do home deliveries. Now, its swiftly created online grocery business is expected to add £1 million to their annual turnover.

"The grant has been a huge boost to us and our employees and we are all extremely grateful to the Government. Without the grant, we wouldn't have committed to buying the vans and we would have been forced to use the furlough scheme. The grant doesn't just support jobs for the delivery drivers, but also for those in the warehouse sorting and packing the orders."

Jack Hanson, Managing Director.

TND Group Ltd



TND Group Ltd use advanced vehicle dent and bodywork repair technology, including using cutting edge robotics. The Combined Authority's COVID-19 Capital Grant will be used to add another service to the business. The grant will fund a recovery vehicle, which will also create a new job for a driver. *"Currently we have to outsource that work to others. Having our own recovery vehicle means we can control costs, but also ensure we deliver a more thorough, consistent service. It will be a significant boost to what we do."*

Jordan Fisher, Managing Director and founder

Micro Grants

Cambridge Electric Transport



The coronavirus has brought into sharp focus ways people can travel while staying safe and reducing the spread of infection. Electric bicycles, or 'e-bikes', offer a solution. Cambridge Electric Transport already offers a network of e-bikes for hire aimed at commuters in and around the city and it wants to expand. It was awarded grant to purchase more e-bikes to meet demand. CEO Sean Moroney said: *"E-bikes offer safe, healthier journeys and are perfect for people who want to travel safely during coronavirus"*

Sean Moroney, CEO

Ashwood Chiropractic Clinic Ltd



Simon Dann's (co-owner) background before becoming a qualified chiropractor was in engineering, and he will use those skills to develop and produce benches on which patients are treated, as well as a range of other products like cushions, pillows and embroidered items used by clinics. The grant will cover some of the cost of buying in the machinery needed. *"There is an opportunity in the market to develop these products and it would help the business to grow, additionally providing a more stable income stream"*

Simon Dann, Co-Owner



5. Future Growth and Investment

Growth corridors

Cambridgeshire and Peterborough is at the heart of key economic corridors that are of significance for UK global competitiveness.

The Oxford to Cambridge (OxCam) Arc is a cross-government initiative that supports planning for the future of the five ceremonial counties of Oxfordshire, Bedfordshire, Buckinghamshire, Cambridgeshire and Northamptonshire up until 2050. In May 2020 a three-layered governance structure was agreed including three representatives onto the arc leadership group executive from the Combined Authority. This table shows how vital the Combined Authority area is to the OxCam Arc contribution to GVA, housing, and job growth. The second-fastest growing Combined Authority area, Cambridgeshire and Peterborough accounts for 23% of the population of the OxCam Arc but has delivered 43% of its recent growth in GVA and 30% of its job creation. Global investors in R&D and advanced manufacturing continue to locate here. The area has an abundance of land available for housing and employment growth. This is a highly resilient base from which to build a skills-led, low-carbon recovery and deliver the national ambition for the OxCam Arc.

Combined Authority Contribution to the Ox-Cam Arc

	OxCam Arc	Combined Authority	Combined Authority as % of Arc
GVA total (2018)	£108.9Bn	£27.7Bn	25.4%
GVA Increase (2014-18)	£8.26Bn	£3.56Bn	43.1%
GVA average annual growth rate	2.39%	3.2%	N/A
Housing dwelling completions (2014/15-2018/19)	76,660	16,220	21.2%
Jobs created (2014-18)	137,000 extra jobs	42,000 extra jobs	30.7%
Population (2017)	3.74 million	859,570	23%



Growth Corridors Continued

London Stansted Cambridge Corridor describes the city axis of London and Cambridge – 60 miles apart, linked by the M11 motorway, and 1 hour by train – networked with prized international rail and flight links. Stansted Airport serves 180 destinations in 38 countries, with London City Airport and St Pancras International, all connecting the region with the rest of the world. The Innovation Corridor is a dynamic ecosystem of international businesses, academics, ambitious start-ups, City finance and law firms, all cross-pollinating to accelerate their success. The work of the Business Board in promoting the Enterprise Zones and science parks around Cambridge, served by the public transport improvements of the Combined Authority, is providing capacity for future business growth in this part of the corridor.



Cambridge to Norwich Tech Corridor contains a cluster of food, science, technology and agriculture businesses including 12,000 knowledge-intensive businesses. This is a corridor worth £23.7 billion to the economy and has an average growth of 13.5% per annum since 2010. The Business Board's Agri-Tech scheme has supported business innovation and growth across the corridor. Key trade routes also cross the Combined Authority's area, linking the East Coast Ports (and the UK's busiest container port) to the Midlands and beyond. Action by the Combined Authority to get the pinch point on the rail network at Ely addressed is a crucial part of the UK transporting more freight by rail.

England's Economic Heartland (EEH) is a partnership of Local Transport Authorities and Local Enterprise Partnerships that covers an area from Swindon and Oxfordshire in the west to Cambridgeshire and Peterborough in the east. The Combined Authority has Associate Member status. EEH has produced a draft Transport Strategy aimed at enabling the region's transport system to support sustainable economic recovery and growth, while reaching net-zero carbon emissions no later than 2050.

6. Governance, Monitoring and Evaluation

We are the first Mayoral Combined Authority working in a shire county. A young organisation, at the centre of a lively and articulate democratic community, must be open and accountable.

Our accountability looks many ways: to Parliament, through Ministers; to local partners on the Board; and, through the ballot box, to the Mayor's direct electorate. Decisions are made in public and decision-making is governed by a bespoke statutory constitution.

Projects are prioritised against objectives. Delivery milestones are published in a Business Plan. Investments are evaluated using Treasury methods. Project management and performance reporting are central to how we work. The Board monitors financial and performance data regularly.

We have established a permanent team of specialists, saving money against an original consultant-led model. They are transparently held to account for getting the job done, on time and on budget.

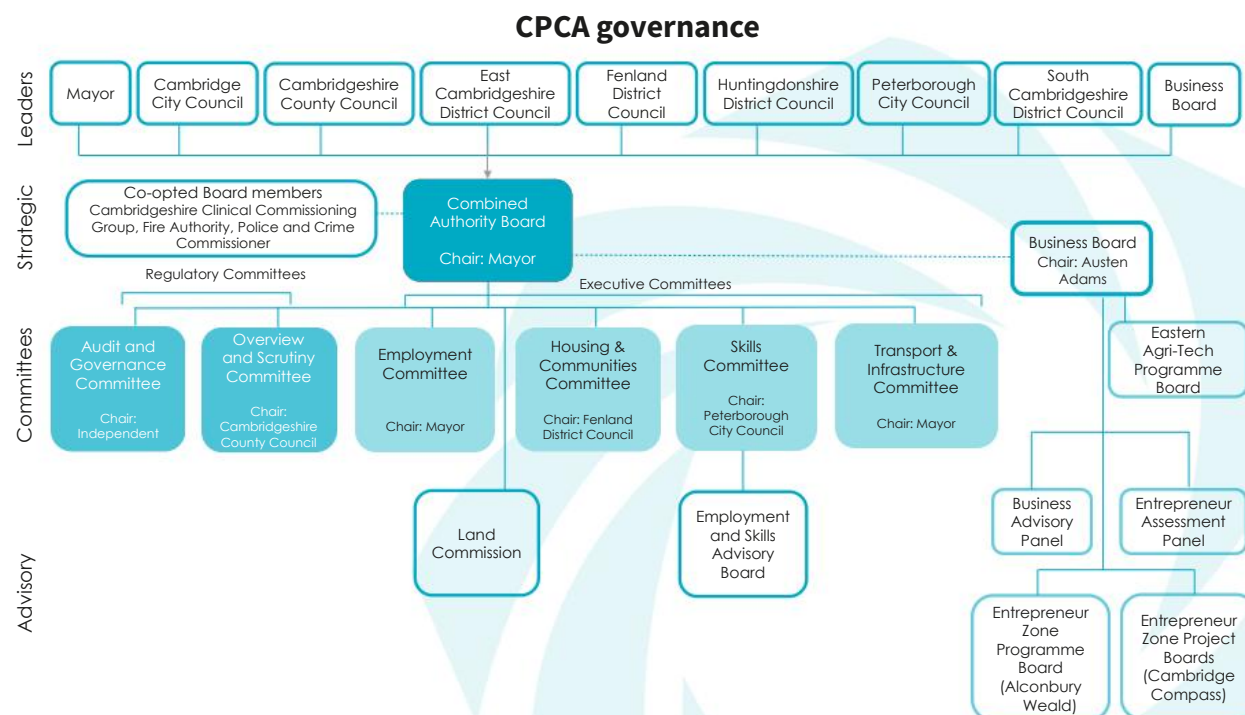
Key governance documents

The Constitution sets out how we work, make decisions, and the procedures we follow to make sure our work is efficient, effective, and transparent. Some of these procedures are set by law, while others are ones we have chosen to follow. This is reviewed on an annual basis.

The Assurance Framework sets out the respective roles and responsibilities of the Combined Authority, and the processes for ensuring accountability, transparency, legal compliance, and Value for Money. It also details how potential investments funded through the Medium-Term Financial Plan, will be appraised, prioritised, approved, and delivered. This document has been signed off by the Department for Business, Energy, and Industrial Strategy.

The Monitoring and Evaluation framework sets out the requirements for each project to follow including logic models and evaluation plans and is refreshed annually.

The 2020/2021 Combined Authority Business Plan sets out project progress and the Board is regularly updated through monthly highlight reporting.





**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY



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County Council



East
Cambridgeshire
District Council
www.eastcambs.gov.uk



Fenland
DISTRICT COUNCIL



HM Government



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PETERBOROUGH
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