

Item:

## UPDATE ON THE WORK OF KEY EXTERNAL PARTNERSHIPS



**To:**

Councillor Lewis Herbert, Leader and Executive Councillor for Strategy and Transformation

Strategy & Resources Scrutiny Committee

**Report by:**

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**Wards affected:**

Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey, Trumpington, West Chesterton

### Not a Key Decision

#### 1. Executive Summary

- 1.1 This paper provides an update on the work of the Cambridgeshire and Peterborough Business Board (former Greater Cambridge Greater Peterborough Local Enterprise Partnership), Greater Cambridge Partnership and other growth-related partnerships. The paper is provided as a part of the Council's commitment given in its "Principles of Partnership Working", to set out annual reports summarising the work of the key partnerships it is involved with.
- 1.2 The paper highlights the considerable amount of activity that is taking place in tackling some of the "big challenges" that the city is facing and shows the ongoing joint working between partners and government to help meet these challenges.

## **2. Recommendations**

The Executive Councillor is recommended to:

- 2.1 Continue to work with the Greater Cambridge Partnership and other growth-related partnerships and to work with the new model of delivery for the Local Enterprise Partnership (Business Board) under the Combined Authority, so that together the Council and its partners can address the strategic issues affecting Cambridge, to the overall benefit of citizens.

## **3. Background**

- 3.1. The strategic partnerships that are covered in this paper include:

- The Business Board (former Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership or GCGP LEP)
- Greater Cambridge Partnership and
- Other growth-related partnerships.

## **4. The Business Board (former GCGP LEP)**

- 4.1 Local Enterprise Partnerships (LEPs) are private sector led voluntary partnerships between local authorities and businesses set up in 2010 by the Department of Business Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within the local area.
- 4.2. The Business Board was constituted in September 2018 as the LEP for our region, integrated within the Cambridgeshire and Peterborough Combined Authority, which is the “accountable-body, responsible to Government for complying with any conditions or requirements attached to any funding. This brought two organisations into one single team.
- 4.3 The purpose of the integrated LEP model is to give commerce a stronger voice in developing the plans of the Combined Authority, especially the Local Industrial Strategy, and advise its decision-making. The Business Board will assist the achievement of the Combined

Authority's Growth Ambition Statement, which responds to the Cambridgeshire & Peterborough Economic Review (CPIER) and the achievement of the Combined Authority Business Plan 2019/20.

- 4.4 The Business Board will allocate local growth funds to improve economic opportunity in the area and will monitor the delivery of funded projects working in conjunction with the Combined Authority, acting as an enabler for delivery of sector deals at a local level. In September, the Business Board issued a Growth Prospectus which invited businesses and others to bid for £50 million of Growth Deal and Growing Places funding. The Business Board will be considering new project proposals from bidders to drive productivity, new homes, jobs and skills from early 2019.
- 4.5 The Growth Prospectus also includes: the Signpost 2 Grow Growth Programme, which aims to stimulate business births and support established businesses to overcome barriers to growth and sustainability; the Small Grants Programme and Expressions of Interest for the Business Growth Programme; Skills Fund, and; Eastern Agri-tech.
- 4.6 The Combined Authority's Business Plan 2019/20 identifies the projects it has backed in 2018/19, its first full financial year of operation. It also highlights ongoing delivery programmes and key projects for 2019/20. These are shown in Appendix 1.
- 4.7 In recent months, the Business Board has been focusing on developing a Local Industrial Strategy (LIS) defining how the Combined Authority will support businesses and key sectors to grow and become more productive, and people in local communities to gain the skills for these jobs. It will set out priority productivity and skills activities for the Combined Authority for the medium-term and will be co-produced with Government. It will also explore the further support and investment national Government could offer to deliver the UK Industrial Strategy locally. The LIS is expected to be published in the next few months. The Combined Authority is also developing a Local Transport Plan.

## Governance

- 4.8 The Business Board membership comprises of up to 10 members; two public sector members and up to eight business representatives. The Mayor and the portfolio holder for Economic Growth of the Combined Authority are non-voting members of the Business Board by virtue of their office and make-up the public sector membership. The term of office for private sector representatives will normally be a maximum of 3 years.
- 4.9 In accordance with government requirements for Mayoral areas there is a Local Agreement between the Business Board and the Combined Authority setting out the responsibilities of the Chair, Board and Accountable Body.
- 4.10 The Business Board will have at least two public meetings a year, including an Annual General Meeting, to ensure the communities it represents can understand and influence the economic plans for the area. Agendas and reports for the Business Board are available on the Cambridgeshire and Peterborough Combined Authority website. The public may also have access to agenda, reports and minutes of private meetings except where they are exempt from disclosure under the Freedom of Information Act 2000 (FOIA).
- 5. Greater Cambridge Partnership (“the GCP”)**
- 5.1 The Greater Cambridge Partnership operates as a Joint Committee and is the local delivery body for the City Deal agreement made in 2014 between five local partners and the Government to help secure sustainable future economic growth and quality of life in the Greater Cambridge area.
- 5.2 The vision for the GCP is to “work together to grow and share prosperity and improve quality of life for the people of Greater Cambridge, now and in the future” with the aim of creating a world class public transportation system and accelerating the construction of thousands of new homes and jobs in Greater Cambridge.
- 5.3 The projects that the GCP is currently investing in to fulfil its aims are grouped under the following headings:

- Housing and Strategic Planning
- Skills
- Smart Places
- Transport, and
- Economy and Environment

5.4 A quarterly progress report on projects is provided to the GCP's Executive Board. The latest report for 6 December 2018 has been used to indicate progress for selected projects under the headings listed above (5.3). GCP also produced "Quick Guides" to highlight on a side of A4 what it is looking to achieve and progress made to date. These "Quick Guides" are shown in Appendix 2.

#### Housing and Strategic Planning

- 5.5 The Greater Cambridge Partnership is keen to look at where they are able to get involved bringing forward sites that have stalled or where they are able to add value and enable the provision of key worker housing or more affordable housing. The GCP has undertaken two studies previously to further understand how their potential investment could close the viability gap present on both of these sites.
- 5.6 The local authorities, along with an initial investment from the GCP, set up the Greater Cambridge Housing Development Agency (HDA) in 2016 to help deliver affordable housing. 301 affordable homes are expected to be completed by the end of 2018. Since December 2017, the two local housing authorities have maintained separate development functions.
- 5.7 For the City this separate approach has enabled a focus in the City's HDA on the delivery of the devolution-funded 500 programme and the establishment of the Cambridge Investment Partnership to support development in the City. This approach will complement private sector housing development by ensuring that new homes are still built during economic downturns and it is expected to lead to opportunities for new housing that would not otherwise come forward.
- 5.8 In terms of strategic planning, GCP is also funding and managing the Making Space for People Supplementary Planning Document. This forms an important component of the GCP City Access programme. In short, City Access will look at a number of issues including a Clean Air

Zone, Demand Management and access into and around the City Centre. The Making Space for People SPD has a key role in the wider City Access programme as it will identify a spaces and movement strategy for the city centre which will have implications and/or a direct relationship with the other City Access workstreams. GCP will also play a role in the development of the new joint Local Plan, work on which will commence in earnest in 2019/20.

### Skills

- 5.7 Funded by the GCP, Form the Future works with students from primary schools through to sixth forms and full-time education to open their eyes to a wide range of possibilities and to help them think more widely about future career options. Form the Future are also involved in delivering the Signpost2skills project, funded by the GCP and Business community , which aims to raise the aspirations of young people and increase the uptake of apprenticeships in STEM skill work areas.
- 5.8 The GCP assessed in the last monitoring report that eight of the nine skills projects are on target with the Post 16 events run in schools under-performing. The report also drew attention to the delay in the delivery of the Apprenticeship Service because a provider could not be found to run the service after a tender process was carried in the Summer. Officers are re-running the procurement exercise and expect to appoint a provider before the end of March 2019.

### Smart Places

- 5.9 Smart Cambridge is a programme within the Greater Cambridge Partnership and is exploring how data and emerging technology can help the GCP achieve its objectives. This work has been focused initially on Transport. The programme has built collaborations with business, community and academic sectors which has brought in significant in-kind contributions.
- 5.10 In the first phase of GCP funding the programme completed a number of feasibility reports looking at the application of Autonomous Vehicles and Integrated Ticketing. In partnership with the University of Cambridge it built a real-time data platform and sensor network. The second phase has seen the programme work on the following projects;

5.11 Autonomous Vehicles on the guided busway, securing £3.2m of Government funding in collaboration with industry to build 6, 12 seater autonomous shuttles to develop an out of hours service on the southern section of the busway. Work is underway with the first vehicle expected in late summer 2019 with the first test passengers in the autumn.

5.12 Transport Data work including;

- An audit of Transport Data to understand what data the authorities hold.
- Sensor trials which establish how we can collect the data we are missing.
- Using the data in the Real Time Data platform built a number of tools to give the travelling public better information. A multi operator, multi modal app called motion map which has over 1000 users. Travel screens for buildings with x screens having been deployed and a travel information screen outside Cambridge station.
- Working with the University of Cambridge an next generation data modelling using a 'Digital Twin'
- Project using data to give an accurate travel time for cars from the edge of Cambridge into a parking space in the grand arcade car park to compare against bus times and to then display on VMS signs to encourage the use of Park and Ride sites.

5.13 Work on integrated ticketing, working with the local transport providers and procure some consultancy support to establish the options to deliver integrated ticketing.

5.14 The planned work for 2019/20 includes;

- An RFQ has been issued to procure a network of sensors to baseline movement on Mill Rd and the network surrounding prior to the Mill Rd bridge closure so we can measure the impact of the closure the intelligence from which will inform future policies.
- Smart panel in the pocket – a simple way of accessing real time train and bus data that is specific to individual stops.
- Deliver tools to help policy makers use data turning into insight and intelligence to inform the GCP's work.

## Transport

- 5.15 In the past year GCP has completed a number of transport schemes - one of five Cross City Cycling schemes - and began work on a £4.6m package of cycling 'quick wins' in addition to the proposed Greater Cambridge Greenways, a network of 12 high-quality walking and cycling routes connecting villages to the city.
- 5.16 The first phase of the Chisholm Trail, including the Abbey Chesterton Bridge - a major walking and cycling route through Cambridge - has begun following the award of contracts to Tarmac. The Chisholm Trail, which allows cyclists to travel on a mostly off-road route across the city from Cambridge North to Cambridge Station, is being funded by the Greater Cambridge Partnership. A pedestrian and cycle underpass at Newmarket Road is also planned as part of phase one, with work expected to begin later in 2019.
- 5.17 Work to improve bus, walking and cycling journeys along Histon Road as well as the next phase of the Rural Travel Hubs Project, designed to give people in villages better access to public transport will move forward later in 2019.
- 5.18 For the major transport projects Local Liaison Forums (LLFs) have been set up to provide regular dialogue between the project team and members of the local community to provide information and to allow people to have their say outside of meetings. Currently five projects have established LLFs. These cover:
- [Cambridge South East Transport Study \(A1307\)](#)
  - [Cambourne to Cambridge](#)
  - [Chisholm Trail](#)
  - [Histon Road](#)
  - [Milton Road](#)
- 5.19 Following a review of the LLFs it was decided that the GCP should revise its approach to engagement and adopt a place-based approach in the future rather than focus on larger projects. The existing LLFs would continue but be looked at again at the final design stage of their respective projects.

5.20 Current progress is that sixteen of the twenty projects under the Transport heading in the latest monitoring report are on target. The four projects that are projected to be delayed, and where measures are being put in place to respond to any emerging issues or redefine the target date, are:

- Cambridgeshire Southeast Transport Study, where extended survey work has been proposed
- Cambourne to Cambridge Corridor, where the project was put on hold for a period to allow review alongside the Combined Authority's metro aims and consultation on phase 2 options has now been launched
- Chisholm Trail Phase 2
- West Cambridge Package

### Economy and Environment

5.21 The Economy and Environment working group have been considering the constraints that the energy grid within Greater Cambridge may pose on sustainable economic growth in the future. Officers have commissioned and worked with consultants to produce a report studying likely changes in energy demand arising from growth and the anticipated electrification of transport; the constraints on such growth potentially posed by the power grid; and potential solutions.

5.22 Early indications suggest that the Grid is approaching full capacity and requires significant investment to enable further connections to be bought forward. This capacity constraint has the potential to slow the delivery of housing and economic development unless action is taken to speed up the delivery of new grid capacity.

5.23 Given the GCP's role in facilitating further sustainable economic growth, based on the initial findings, there may be a role that the GCP could play, potentially alongside other stakeholders, in alleviating these constraints on the Grid and unlocking business growth that may otherwise be stalled. Officers are continuing to work with the local energy network operators to understand the role that the GCP could play.

### Place-based Approach to Engagement

5.24 It is felt that regular geographically-based engagement will ensure the GCP can provide relevant and tailored updates about its broader programme, including all relevant schemes for that area, and respond to any specific concerns or issues raised. After looking at the distribution of existing and proposed GCP schemes, a North, South, East, West, approach will be followed.

### Governance

5.25 The Greater Cambridge Partnership is led by a decision-making Executive Board which coordinates the overall strategic vision and drives forward the partnership's programme of work. It is run in accordance with a clear governance structure, agreed by all partners.

5.26 The Board is advised and scrutinised by a Joint Assembly. The Joint Assembly provides advice to the Executive Board, drawing on the broad expertise of its 15 members. Both the Executive Board and the Joint Assembly meet at least four times a year. Papers relating to public meetings are published online and members of the public have the opportunity to participate in meetings of the Executive Board by posing questions to be discussed in public. Cllr. Lewis Herbert, Leader of Cambridge City Council, is presently Chair of the Executive Board. Cllr. Tim Bick is Vice Chair of the Joint Assembly and Cllrs. Nicky Massey and David Baigent members of the Assembly.

## **6. Other growth-related strategic partnerships**

6.1 Cambridge City Council has continued to work with four other Fast Growing Cities to emphasise to Government the particularly strong economic potential they offer to the UK economy, and the particular challenges that their success brings. These cities (Oxford, Swindon, Milton Keynes and Norwich) share many of Cambridge's characteristics – strong on knowledge-intensive industries, pro-growth but constrained by infrastructure limitations and housing affordability.

6.2 Cambridge and the partner cities work with businesses, universities and neighbouring authorities to ensure that Government understands the case for investment in their economic potential, and the case for particular policy interventions/relaxations to facilitate sustainable growth. An event to further these aims took place in London on 15<sup>th</sup> January 2019.

- 6.3 The Government produced a full response to the National Infrastructure Commission's report on growth in the Oxford-Milton Keynes-Cambridge corridor in October 2018. Cambridge City Council and local partners engage in partnership work with other councils in the arc to develop a vision for its sustainable growth and to integrate this with local spatial, infrastructure and economic plans.
- 6.4 Cambridge City Council is a member of the London – Stansted – Cambridge Corridor Consortium. An annual subscription of £10,000 is paid. Cambridge City Council is represented on the board by the Leader of the Council, and is supported by the Joint Director of Planning and Economic Development.
- 6.5 During 2018, the LSCC undertook a number of convening and coordinate activities including an annual conference in London in the summer and convening sector specific discussions along the corridor – including Life Sciences and Agri-tech. The London-Stanstead-Cambridge corridor has standing as a functional economic corridor with Cambridge based companies whose business leads them to collaborate with counterparts in a number of the districts between Cambridge and London.
- 6.6 During the coming year the Chair, Dr Ann Limb, expects to lead the development of a prospectus for growth and investment – to use as a lobbying and promotional tool. The consortium provides an opportunity for Cambridge City and South Cambridgeshire district councils to develop a dialogue with partner councils in the corridor, and with Government, on sector-specific issues, key infrastructure and related matters - including the ongoing work around the West Anglia mainline and the commitment to its upgrade – which remains to be concluded.

## **7. Implications**

### **(a) Financial Implications**

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The strategic partnerships will be responsible for drawing down significant levels of resources to improve infrastructure and support the growth of Cambridge. By working together with other public agencies the Council may be able to achieve more than working on its own. As set out in the BSR, Cambridge City Council provides resources to the Greater Cambridge Partnership through a contribution of New Homes Bonus. The Council no longer pays a subscription to the LEP, following the transfer of LEP functions to the Business Board.

**(b) Staffing Implications**

This will depend on how the development of joint working opportunities is taken forward within each partnership.

**(c) Equality and Poverty Implications**

The partnerships will identify ways of involving all communities in their work, including those who are more disadvantaged. Emphasis will be on providing affordable housing, training and other measures to move people back into work and addressing inequalities.

**(d) Environmental Implications**

Business models that promote low carbon use and improve the sustainability of developments will be supported.

**(e) Procurement Implications**

The partnerships are likely to procure or commission services to achieve their aims.

**(f) Community Safety Implications**

To improve community safety is the purpose of the Cambridge Community Safety Partnership, which will be the subject of a report to Environment and Community Services Scrutiny Committee.

**9. Consultation and communication considerations**

Individual bidding streams and plans will specify the groups of people to be consulted, especially where targeted work is required.

**10. Background papers**

Background papers used in the preparation of this report:

Cambridge City Council's Guide to Partnership Working

<https://www.cambridge.gov.uk/guide-to-partnership-working>

Cambridgeshire and Peterborough Combined Authority Business Board

<http://cambridgeshirepeterborough-ca.gov.uk/business-board>

CA Growth Ambition Statement

<https://bit.ly/2zl42LN>

CA Business Plan 2019/20

<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Business-Plan-2019-20-dps.pdf>

GCP Governance

<https://www.greatercambridge.org.uk/about-city-deal/governance/>

GCP Progress Report

<https://www.greatercambridge.org.uk/about-city-deal/gcp-progress-report/>

GCP Quick Guides

<https://www.greatercambridge.org.uk/about-city-deal/further-information-strategy-objectives/>

Signpost2grow

<http://signpost2grow.co.uk/about-us/>

Greater Cambridge Shared Planning Service Business Plan 2018/19

[https://democracy.cambridge.gov.uk/documents/s41990/FINAL%20Greater%20Cambridge%20Planning%20Service\\_2018-19%20Business%20Plan\\_FINAL.pdf](https://democracy.cambridge.gov.uk/documents/s41990/FINAL%20Greater%20Cambridge%20Planning%20Service_2018-19%20Business%20Plan_FINAL.pdf)

Cambridge Local Plan 2018 - Adoption

<https://democracy.cambridge.gov.uk/documents/s44000/20181002%20Cambridge%20LP%20ADOPTION%20CtteRpt%20FINAL.pdf>

Government response to the National Infrastructure Commission's report on the Oxford – Cambridge arc, "Partnering for prosperity"

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/752040/Government\\_response\\_to\\_Partnering\\_for\\_Prosperty\\_a\\_new\\_deal\\_for\\_the\\_Cambridge-Milton\\_Keynes\\_Oxford\\_Arc.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752040/Government_response_to_Partnering_for_Prosperty_a_new_deal_for_the_Cambridge-Milton_Keynes_Oxford_Arc.pdf)

## **11. Appendices**

Appendix 1: Extract from Combined Authority's Business Plan 2019/20  
– What we have delivered

Appendix 2: Guides to the current Greater Cambridge Partnership strategies and objectives.

## **12. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact GRAHAM SAINT, CORPORATE STRATEGY OFFICER, tel: 01223 - 457044, email: [graham.saint@cambridge.gov.uk](mailto:graham.saint@cambridge.gov.uk).

# Appendix 1: Extract from Combined Authority's Business Plan 2019/20

## WHAT WE HAVE DELIVERED

2018-19 was the Combined Authority's first full financial year of operation. Here are just some of the projects across Cambridgeshire and Peterborough we have backed as we hit the ground running.



### CPIER REPORT

The Combined Authority welcomed the findings of the report published by the Cambridgeshire & Peterborough Independent Economic Commission. The Commission, chaired by Dame Kate Barker, was set up in January 2018 to bring together prominent experts in the fields of business, academia and economics to undertake a major review of the Cambridgeshire and Peterborough economy.

The Devolution Deal with Government included a target to increase economic output by nearly 100% in the next 25 years. The Cambridgeshire & Peterborough Independent Economic Review (CPIER) highlights the actions needed to achieve this and make the region a leading place in the world to live, learn and work.



### CAMBRIDGE AUTONOMOUS METRO (CAM)

The Combined Authority and Greater Cambridge Partnership (GCP) have developed a strategic outline business case for the CAM proposal, which will be ready before the end of the financial year. Meanwhile, in October, the Cambourne to Cambridge transport corridor phase of the project received a significant boost as the Combined Authority Board agreed to a series of findings from a review which confirmed it as the first phase of a wider CAM system.



### WISBECH ROAD IMPROVEMENTS AND WISBECH RAIL STUDY

The Cambridgeshire & Peterborough Combined Authority allocated £10.5 million to a package of improvements to the road system around Wisbech.

The highway improvements will stimulate housing, economic and jobs growth in the town, with the funding coming via the Government's Growth Deal package.

A budget of £1.5 million was also approved to fund a detailed study into delivering a rail link between Wisbech and March. The study will satisfy the requirements of what is known as the GRIP 3b stage – part of Network Rail's wider eight-stage process for bringing rail infrastructure projects to completion.

### PETERBOROUGH CITY CENTRE IMPROVEMENTS: BOURGES BOULEVARD

An extensive improvement programme along Peterborough's Bourges Boulevard Corridor was completed in October 2018, thanks to a £9.2 million contribution from the Cambridgeshire & Peterborough Combined Authority via the Government's Growth Deal.

The work included extensive improvement of the Bourges Boulevard carriageway, vital footbridge refurbishment and the creation of a new entrance to Peterborough train station. The scheme has created 100 jobs.



### ST NEOTS MASTERPLAN

Following the approval of Phase One of the St Neots Masterplan by the Combined Authority Board in 2017, a bid for £4.1 million of investment in St Neots was agreed by the Combined Authority Board in June 2018. St Neots is the first Market Town in the Combined Authority area to complete its Masterplan. The Masterplan is the result of a partnership led by Huntingdonshire District Council and working alongside The Neotists (a collective of residents working in creative industries), the St Neots Manufacturing Club, Urban&Civic, St Neots Town Council, Cambridgeshire County Council and the Combined Authority.



### AFFORDABLE HOMES IN HADDENHAM

In November 2018, a landmark loan of £6.5 million was exchanged by the Cambridgeshire & Peterborough Combined Authority with the East Cambs Trading Company to support a community-led development that will deliver affordable housing for rent and sale in East Cambridgeshire.

The loan, to be repaid within two years, will be used to build 54 houses at the West End Gardens site, Haddenham. Of this total, 19 units will be affordable, to be transferred on completion to Haddenham Community Land Trust (CLT). The Trust will manage the houses, ensuring that they remain affordable and available for local people for the long term.



### AFFORDABLE HOMES IN ELY

In November 2018, the Cambridgeshire & Peterborough Combined Authority Board agreed a repayable commercial loan up to a maximum of £24.4 million to convert 88 empty properties in Ely into 92 homes.

The loan will enable the purchase of the Ministry of Defence owned site at Princess of Wales Hospital in Ely, where the properties currently sit vacant and are in need of a programme of refurbishment.

The 92 homes site will be redeveloped, then sold back to the market within two years, at which point the loan will be repaid. The scheme will also develop 15 affordable homes to link in with an existing CLT.



### AFFORDABLE HOMES IN SOHAM

In September, the first new residents began to move into The Fledglings, Soham, a CLT-led development of 13 new homes, funded by East Cambridgeshire District Council and the Combined Authority.

This community-led project is the product of significant community engagement before, during and after the planning application process. The local Community Land Trust, Soham Thrift CLT and the wider local community were involved from the beginning in the design and development of the scheme and will continue to be involved in the long-term management of the affordable homes. Applicants for the affordable homes that have a strong local connection to Soham will be prioritised in the housing allocations process, meaning that local people on local wages can continue to live close to work, family, irrespective of future fluctuations in property market values. This will help to strengthen local communities and assist local employers struggling to retain key staff.



### ROAD IMPROVEMENTS: KING'S DYKE

Funding for the new King's Dyke level crossing project was approved by the Cambridgeshire & Peterborough Combined Authority in October 2018, allowing it to progress to the construction phase. The Combined Authority will provide funding contribution of up to £16.4 million over the original £13.6 million allocation to enable the scheme to progress to construction. The Combined Authority and Cambridgeshire County Council will work together to deliver the project to remove the delays at the level crossing, helping to promote growth in the local area now and in the future. Work is beginning in early 2019 and the project is scheduled to complete by the end of 2020.



### AGRI-TECH GRANT PROGRAMME

The Eastern Agri-Tech Growth Initiative is run by the Combined Authority with support from New Anglia LEP, Norfolk County Council, and the local authorities covering the two LEP areas. In 2018, the Combined Authority agreed to extend the project to 2021, with a further £4 million available to businesses.

Grants are available to organisations looking to invest in specialist equipment, new market and supply chain development, ways to improve productivity and efficiency, and the application and commercialisation of Research and Development.

In 2018, nine new applications for grants were approved and a total of £328,000 was awarded.



### BETTER STATIONS IN FENLAND: WHITTLESEA STATION

Passengers at Whittlesea Station are now benefiting from 70 new solar-powered LED 'cat eyes' providing an illuminated walkway, providing a clear and defined guide of the path ahead.

The lighting upgrade is the first in a range of short, medium and long-term regeneration projects designed to improve Manea, March and Whittlesea stations, funded by £9 million of investment from the Cambridgeshire & Peterborough Combined Authority.



### ELY SOUTHERN BYPASS

October 2018 saw the opening the Ely Southern Bypass, delivering a boost to residents and the economy of East Cambridgeshire and beyond, after years of suffering the effects of delays and congestion on the busy A142 route.

The Cambridgeshire & Peterborough Combined Authority contributed £22 million to the scheme, from the Government's Growth Deal, including £16 million from the Department for Transport, alongside funding from Cambridgeshire County Council (£21 million), East Cambridgeshire District Council (£1 million) and Network Rail (£5 million).



### SAVING VITAL BUS SERVICES

Vital bus services between Papworth and Cambridge (X3), Cambridge and Waterbeach (196), Barley and Cambridge (31), and Wrestlingworth to Cambridge (75) were saved thanks to grants by the Combined Authority. The Authority also stepped in to support the 61 and 63 services for St Neots, and the 46 Wisbech to March route, which is used by students attending Neale-Wade Academy.

The Combined Authority is working on a long-term solution to bus services across Cambridgeshire and Peterborough, which will aim to provide as much coverage to as many people as possible and avoid the need for such interventions in future.



### AFFORDABLE HOMES IN PETERBOROUGH

The Combined Authority's largest scheme within the housing programme to commence to-date is on Peterborough's former Perkins Engines site. It is being delivered by Cross Keys Homes and work started on site in October 2018. The Combined Authority is providing £1.7 million in affordable housing grant to deliver 54 of the 104 total units, and the scheme is due to complete in 2020/21.

# ACCELERATED DELIVERY



## TRAINING FOR APPRENTICES AT IMET

IMET is an advanced technical training centre, based in the heart of the Alconbury Weald Enterprise Campus, conceived from an identified need to deliver higher-level training for the manufacturing, built environment and science & technology sectors.

The £10.5 million facility, funded by the Combined Authority through the Government's Growth Deal and with land gifted to the project by developers Urban&Civic, opened in June 2018.



## GROWTH PROSPECTUS: SUPPORT FOR BUSINESSES

In September, the Business Board issued a Growth Prospectus which invited businesses and others to bid for £50 million of Growth Deal and Growing Places funding.

The Business Board will be considering new project proposals from bidders to drive productivity, new homes, jobs and skills from early 2019.

## DELIVERING DIGITAL CONNECTIVITY STRATEGY

In July 2018 the region's new Delivering Digital Connectivity Strategy was launched with £5.6 million investment from the Combined Authority to significantly improve mobile, broadband and public Wi-Fi coverage, whilst securing future proof full fibre and 5G networks. The funding will be used to extend the Connecting Cambridgeshire programme, led by Cambridgeshire County Council, which has already successfully rolled out superfast broadband access to over 96% of the county and is on track to achieve 99% by 2020. The innovative programme is among the first in the country to launch a dedicated team working with telecoms providers to remove the barriers to the rapid delivery of digital connectivity, make best use of public sector assets and attract private sector investment.



## GREATER SOUTH EAST ENERGY HUB

The Energy Hub was established this year and is operated by the Combined Authority for a 15-county area plus Greater London to promote sustainable energy solutions. The Hub is funded for two years to enable local energy project delivery by unlocking barriers and resolving challenges. The Hub team will be deployed to identify, assess and plan supporting and delivery activities to back up Local Energy Strategies.



## M11 JUNCTION 8

Following the recommendation of the Business Board, £1 million is being invested in improvements to Junction 8 on the M11. This is an important intersection for Stansted Airport, a key international gateway for the Cambridgeshire and Peterborough. The junction is currently operating at or near capacity during peak periods. The £9 million project, funded with other partners, will deliver a series of improvements designed to help alleviate congestion, allowing for around 10 years growth at the junction.



## CREATION OF THE BUSINESS BOARD

The Business Board has been created as a new model for LEPs within a Mayoral Combined Authority, bringing a stronger industry voice into devolved leadership of the growth agenda. This has in turn brought now two organisations into one single team that can more effectively align strategy and spend in our area.

# Appendix 2: Guides to the current Greater Cambridge Partnership strategies and objectives.

## Future Transport Network

Creating better and greener transport networks, connecting people to homes, jobs, study and opportunity

Greater Cambridge Partnership's (GCP) transport strategy is based on working closely with strategic partners to develop a coherent and integrated transport network for the Greater Cambridge area that supports, and is aligned to, the wider transport vision led by the Mayor and Combined Authority for Cambridgeshire and Peterborough (CA) as the strategic transport authority.

### Principles of the Future Transport Network

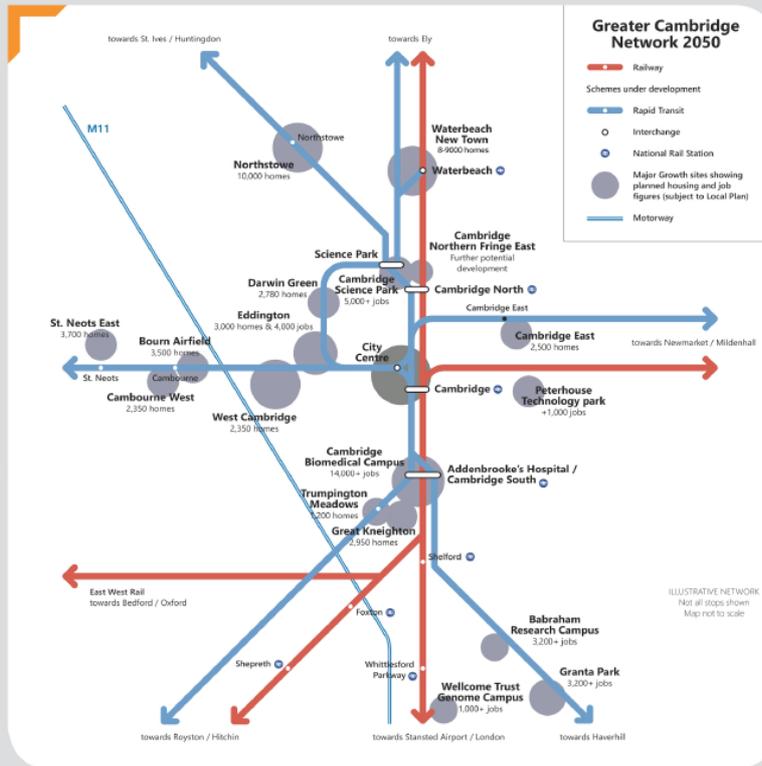
 Reducing cars in the city centre

 Integrated

 Flexible

 Many to many connections

 Affordable, feasible



### The transport challenge

- The Greater Cambridge area of Cambridge and South Cambridgeshire is set to grow by up to 30% over the next 15 years, with the population rising by 65,000 to 338,000 by 2031 (from 273,000 in 2011).
- Trips on the transport network will increase by circa 25,000 by 2031 (from 101,000 in 2011 to 126,000).
- Without action, traffic in Cambridge will increase by over 30% in the morning peak.
- Traffic in South Cambridgeshire will increase by almost 40% in the morning peak
- The time spent in congestion will more than double.

### Key objectives

- Ambitious vehicle reduction targets: a reduction in the number of vehicles in the city absorbing the impact of Cambridge's growth on total vehicle movements and, beyond that, a 10 to 15% reduction over 2011 numbers by 2031.
- Modal shift to sustainable transport: make public transport, cycling and walking the default option.
- Better, intelligent services that attract people to public transport: improved public transport services and customer experience including seamless multi-modal journeys.
- Improved air quality: for a better environment and enjoying public life.
- Attractive public realm: which encourages people to make choices for active travel and makes the most of cleaner air and more pleasant streets with less traffic.

# Transport Delivery

Creating better and greener transport networks, connecting people to homes, jobs, study and opportunity.

The Greater Cambridge Partnership's (GCP) future investments will build upon existing schemes (2015-2020). Early schemes and interventions seeks to significantly improve travel by public transport, cycling or walking along key transport routes or between key residential and employment centres, and in the city.

## Highways Improvements

GCP supports investment by Highways England of a future 'all-movements' Girton Interchange and a 'Smart Motorway' between junctions 8 and 14 of the M11.

## Histon Road

Improved bus journeys and wider, segregated cycling and walking provision.

## Cambridgeshire Autonomous Metro (CAM)

GCP supports the development of a new rapid mass transit system for the Greater Cambridge area.

The CAM is a high quality tram-like system, using attractive modern vehicles that are not restricted to rails.

It a flexible form of transport that can run overground or go underground where space is constrained.

## Cambourne to Cambridge

Creating better public transport journeys along the A428 and A1303 routes to the west of Cambridge; with improved walking and cycling links and extra Park & Ride capacity.

## Junction 11 transport interchange

Additional Park & Ride capacity near the M11 junction 11.

## Cycling

**A10 cycleway:** Plugging gap in the A10 Cambridge to Royston cycle route between Melbourn and Shepreth.

**Cross-city cycling:** Enhancing and extending the city's cycling network.

**Chisholm Trail:** New mostly off-road cycling route connecting north and south Cambridge, including key employment centres and transport hubs.

**Greenways:** Expanding the cycling network through provision of new segregated cycleways linking villages to the city.

## Cambridge South Station

Supporting a new railway station at Cambridge South including to help service Cambridge Biomedical Campus.

## Rural Travel Hubs

Small and flexible transport interchanges at key locations in South Cambridgeshire, allowing more people to access the sustainable transport network closer to where they live.

## Milton Road

Quicker and more reliable bus journeys and wider, segregated cycling and walking provision.

## City Access

Improving travel within Cambridge by public transport, cycling and walking, tackling congestion and improving air quality and the public realm.

## Cambridge South East Transport Study

Creating better public transport journeys on or near the A1307, from the A11 to Cambridge, including additional Park & Ride capacity and with improved walking and cycling links including between research campuses.



# Skills Strategy

Inspiring and developing our future workforce, so that businesses can grow

The Greater Cambridge Partnership (GCP) aims to help businesses invest and grow. In order to do this it is vital that business is able to access the right people with the right skills. Key sectors in Greater Cambridge rely on the contribution of leading global scientists, researchers and innovators and compete internationally for those skills.

Young people need to be able to benefit from the opportunities Greater Cambridge provides. By helping young people secure the skills they need to succeed in the Greater Cambridge 21st century economy the GCP will support businesses and schools to create job opportunities and meet the skills shortage faced by businesses in the area.

## Skills aims

Working with partners across education, training and business, GCP will:

- Create an additional 420 Level 2 and Level 3 apprenticeships across Greater Cambridge by 2019.
- Support employers to increase training and to bring business, training providers and the local community together to develop training that meets employers' needs and supports growth.
- Ensure young people in Greater Cambridge have access to the very latest information about the local jobs market, helping them to make informed career choices.
- Forge stronger links between businesses and the education sector to encourage a greater uptake of training and apprenticeships.



## Progress to date

- Approximately 18% increase in apprenticeship take up in Greater Cambridge.
- Engaged with more than 14,000 young people about work experience.
- Held over 300 employability events to support children and young adults.

## Skills: Future Investments

- Establish an apprenticeship service to bridge the gap between employers and prospective apprentices.
- Future package to respond to specific and unique needs of a growing Greater Cambridge economy.
- Developing and strengthening a focus on close links with schools, businesses and parents.
- Future activity developed in consultation with the Combined Authority and its emerging skills strategy.

## Working together

Funded by the GCP, **Form the Future** works with students from primary schools through to sixth-forms and full-time education to open their eyes to a wide range of possibilities and to help them think more widely about future career options.

Part funded by the GCP and the business community, Signpost 2 Skills programme aims to raise aspirations and help young people develop the skills they need for a successful working life in a modern economy. The focus is increasing work readiness and driving uptake of apprenticeships in STEM areas.



## Major employment growth centres in Greater Cambridge

Area	Corridor	New Jobs
Cambridge 'Wider City Centre'	Cambridge	1,800
Cambourne/Boum Airfield	Cambridge	2,800
West and North West Cambridge	Cambridge	6,800
Northstowe	Cambridge	3,500
Cambridge Science Park, St Johns Innovation Centre, Northern Fringe East	Cambridge	3,600
Waterbeach Barracks/ Cambridge Research Park	Cambridge	5,800
ARM/Capital Park	Cambridge	1,000
Cambridge Biomedical Campus, Addenbrooke's Hospital	Cambridge	10,500
Granta Park, Great Abington	Cambridge	3,200
Babraham Research Campus	Cambridge	1,000
Wellcome Trust Genome Campus, Hinxton	Cambridge	1,000

Total 41,000



# Housing and Strategic Planning

## Housing & strategic planning – accelerating housing delivery and homes for all

High house prices and rents in Greater Cambridge are pushing commuters into South Cambridgeshire and further afield. This puts stress on the transport network as people move further away from work than can be supported by active travel modes.

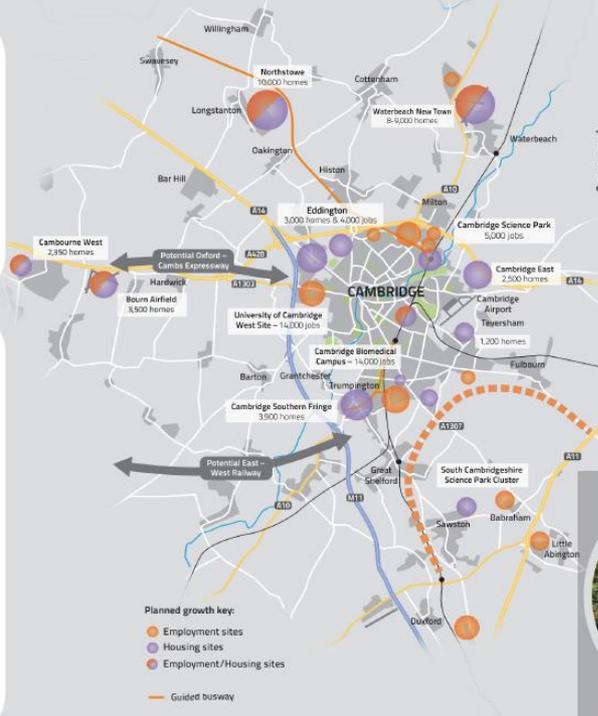
### Why this is important

To ensure future growth and quality of life, we need homes people can afford in sustainable communities. There is a shortage of available, and affordable housing within a reasonable distance of where people work, which has led to a significant increase in house prices. This in turn has had a detrimental impact on employee recruitment and retention and dramatically increases the need for people to commute which increases congestion.

### What we are doing

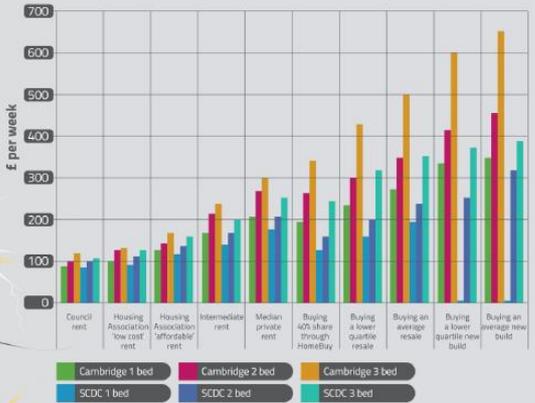
The Greater Cambridge Partnership is working to address the acute housing supply and affordability issue and is intervening to accelerate delivery of affordable homes by:

- Delivering the vital infrastructure necessary to support new housing and employment sites identified in Local Plans, promoting strong and healthy communities with better, greener transport connections to places of work, services, study and leisure.
- Directly supporting the delivery of new and affordable homes through the Housing Development Agency. 300+ affordable homes have already been delivered over the last two years.
- Bringing forward an additional 1,000 affordable homes in rural areas.



### The cost of living in Greater Cambridge

This graphic shows the weekly housing costs in Greater Cambridge and highlights the acute affordability issues the city region faces.



### Future investments

- Focusing on key worker housing to develop a future package that focuses on maximum impact in a minimum number of places and responds to the gap in delivery that the market is unable to fill.
- Access to affordable key worker housing for people in specific income



# Connected Futures: Autonomous Vehicle Projects for Cambridge Region

Innovative feasibility and trial projects exploring the potential for using autonomous vehicles to link academic, biomedical and business campuses with the city's rail stations and Park & Ride sites..

### Smart Cambridge Programme

- Autonomous shuttle projects in collaboration with leading industry research
- Research support for Rapid Mass Transit proposals
- Mobility as a Service (MaaS) plan – scope for door to door travel
- Better quantity, quality and use of data
- Embedding digital solutions and emerging technology
- Collaboration with business, community and academic sectors

### Connected Futures: Connectivity Corridor

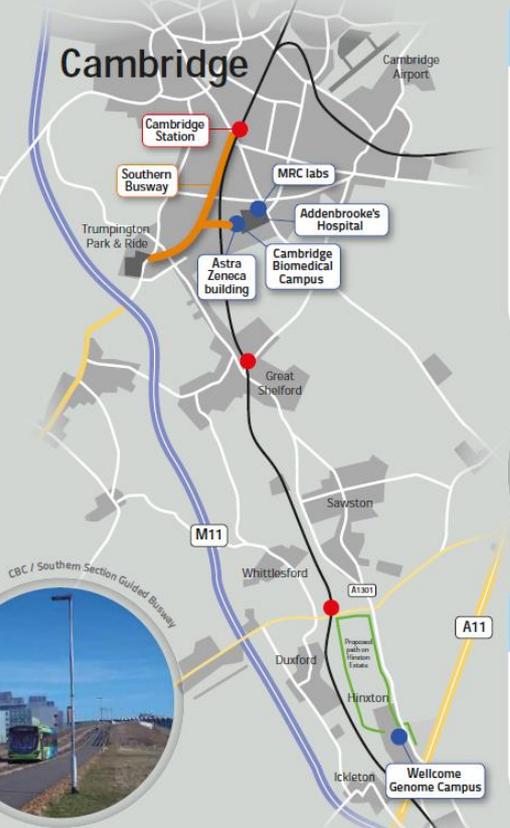
- AV trials on part of proposed 40km digital innovation corridor for Cambridgeshire from St Ives to Linton.
- Bringing fibre connectivity to homes and businesses in proximity
- Improving mobile coverage and offering a testbed for 5G pilots and trials

### Key facts

- Guided Busway** – over 4 million passenger journeys in 2017
- Cambridge Station** – busiest in the East of England - >11.5 million passengers
- Cambridge City Region** – >8 million visitors per year



### Cambridge



### C-CAV3: £3.2m trial

- Deploy test system of six autonomous 10-15 seat shuttles
- Linking Cambridge Station, Cambridge Biomedical Campus, Trumpington Park & Ride
- Provide out of hours transport when conventional buses are not operating (9pm to 6am Mon-Sat and Sundays)
- Transport passengers to and from the railway station, Cambridge Biomedical Campus and Trumpington Park & Ride site.
- Linked to proposed innovative energy/smart grid schemes at St. Ives and Trumpington Park & Ride sites



### Supporting Innovation

- C-CAV – Centre for Connected and Autonomous Vehicles, part of the Government Departments for Transport and Business, Energy and Industrial Strategy (BEIS)
- Innovate UK – £200 million national fund available for research, development and demonstration

### Working with:

- RDM Group – Aurigo**
  - 25 years' experience in Tier 1 automotive technology
  - Leading designer, developer and manufacturer of autonomous vehicles
- Wellcome Genome campus**
  - Home to some of the world's foremost life science institutes
  - 2,600 workers travelling in from a wide area
- Cambridge Biomedical Campus (CBC)**
  - 25,500 visits a day from patients, academics, scientists and visitors
  - 17,500 employees currently, increasing to >30,000 by 2031

### C-CAV2: £250k feasibility study

- Exploring opportunity for dedicated track for Whittlesford Station to Wellcome Trust campus
- Encourage staff and visitors to use the train, reducing car use
- Making the last mile journey to campus as easy as possible



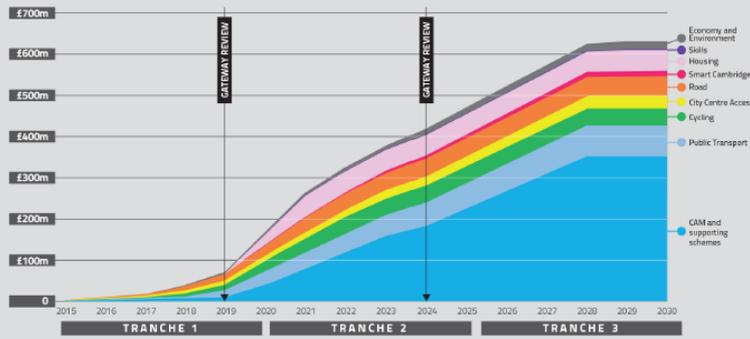
# Future Investment Strategy

Greater Cambridge continues to be the UK's economic powerhouse and Cambridge is the fastest growing city in 2018.

With early investments focused on short to medium term measures, the Greater Cambridge Partnership (GCP) is now looking to its Future Investment Strategy (FIS) and in developing an evidence-based package of transformational and complementary solutions to help address long-term issues which otherwise may stifle economic success.

Future investment packages have been developed for our key works streams based on research and insight.

## Emerging Future Investment Strategy 2015-2030



### Building the evidence base

- Draft proposals take into account the significant findings of our engagement with public and businesses in autumn 2017 as part of Our Big Conversation which showed high levels of awareness of the impacts of growth and transport and housing as the biggest challenges for individuals and communities getting on better in life.
- The shared evidence base that the Cambridgeshire and Peterborough Independent Commission (CPIEC) is expected to produce in 2018 will act to help shape interventions and further guide investment principles.
- The GCP will work alongside the Mayor and the Combined Authority for Cambridgeshire and Peterborough (CA) on its Four Year Plan and Prospectus to ensure the two are aligned on future direction and delivery principles.



### Transport: Future Investments

'Creating better and greener transport networks, connecting people to homes, jobs, study and opportunity.'

- Package which recognises congestion as key inhibitor to growth.
- Builds upon existing schemes to achieve transformational impact as part of a coherent strategy, in line with regional transport vision.
- Considers measures which could generate a new income stream to off-set costs of interventions eg GCP's contribution to the Cambridge Autonomous Metro (CAM).

Total intervention: Up to £540m

### Housing: Future Investments

'Accelerating housing delivery and homes for all'

- Package focuses on having a maximum impact in a minimum number of places and to respond to the gap in delivery that market is unable to fill.
- Package will address supply issue, in particular access to housing options for people in specific income brackets (key worker).
- Package to address housing affordability which acutely impacts on businesses being able to attract and retain appropriately skilled workforce.

Total intervention: £10-50m

### Economy and Environment: Future Investment

- New portfolio which aims to promote the transformation of place for the benefit of those living and working in Greater Cambridge.
- Early work has identified some core areas of activity, for example on energy infrastructure.

Total intervention: £21m

### Smart: Future Investments

'Harnessing and developing smart technology to support transport, housing and skills'

- Designed to underpin and strengthen all GCP workstreams through use of smart technology.
- Core framework acts to leverage private sector investment on a 1:4 public/private ratio.
- Package strives to enable development of technology that can support continued growth to 2050 and beyond.

Total intervention: £14m\*

\*Additional £60m match funding

### Skills: Future Investments

'Inspiring and developing our future workforce, so that businesses can grow'

- Package to respond to specific needs of Greater Cambridge economy.
- GCP has an apprenticeship target (additional 420) to meet but recognises the process for meeting the target cannot be achieved in isolation of other skills work happening across the area.
- GCP will work with the market to establish an apprenticeship service that will further develop close links with schools, businesses and parents to deliver apprenticeship target.

Total intervention: £2.2m



## Connected Futures: Digital Innovation Corridor for Cambridgeshire

Bringing fibre connectivity to homes and businesses in proximity, improving mobile coverage and offering a testbed for 5G pilot and trials.

### Cambridge Railway Stations

- Cambridge Station is the busiest railway station in the East of England – used by almost 11.5 million passengers in 2016/17.
- Cambridge North Railway Station opened May 2017 – used by over 75,000 passengers in first 6 months and growing.

### Smart Cities Programme

- Autonomous Shuttle trials on Southern section of the Busway.
- Linking to Rapid Mass Transit proposals.
- Mobility as a Service (MaaS) plan.

### Cambridge Biomedical Campus (CBC)

- Addenbrooke's site expanding rapidly with new Papworth Hospital opening on site September 2018, AstraZeneca from December 2018 and Abcam in 2019.
- 26,500 visits to the Campus every day from patients, academics, scientists and visitors.
- 17,250 employees currently. Campus will have 22,000 working on the site by 2021 increasing to >30,000 by 2031.

### Guided Busway

- Over 4 million passengers in 2017.
- Northern and Southern sections ducting to be linked by Chisholm Trail – currently under construction.

### Connectivity Corridor

- Bringing into use existing ducting to link with new ducts in routes under construction to create a 40km stretch of dark fibre with breakout points at regular intervals along the route. Duct only option also available.
- Southern busway section available during 2018, further sections from 2019.
- Street lights, traffic gantries and other street furniture available for small cell and other telecoms infrastructure deployment.
- Future phases include deploying ducting with other Cambridgeshire and Peterborough infrastructure schemes (eg A47, A10 duelling).
- Exploring options for Cambridge – Oxford digital infrastructure corridor with rail & road schemes.
- Over 50,000 premises within 1km of corridor.

### Linton Greenway

- New pathway for cyclists and pedestrians.

### Technology and Life Science Clusters

- Babraham, Research Campus – 60 bioscience organisations, employing 1200 people, expanding labs and offices by 2019.
- Cambridge Science Park – over 100 companies from small start-ups and spin-outs to subsidiaries of multinational corporations.
- Granta Park – 20 life science companies, employing 2,500 people, expanding to 4,000 by 2020.

### Cambridge City Region

- >8million visitors per year, with footfall of >147,000 on a Saturday.
- Population set to grow by up to 30% by 2030 across Greater Cambridge.

