

Item:

## **DRAFT UPDATE ON THE WORK OF KEY EXTERNAL PARTNERSHIPS**



**To:**

Councillor Anna Smith, Leader

Strategy & Resources Scrutiny Committee, 27<sup>th</sup> March 2022

**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 following partnerships:

- The Cambridgeshire and Peterborough Combined Authority (including the Business Board)
- Greater Cambridge Partnership
- Fast Growing Cities
- Oxford-Cambridge Partnership.

1.2 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.

1.3 It highlights the considerable amount of activity that is taking place in tackling some of the "big challenges" that the city region is facing. It also shows the ongoing joint working between partners and government to help meet these challenges.

- 1.4 For this cycle, the paper also incorporates the standing update on the work of the Cambridgeshire and Peterborough Combined Authority.

## 2. Recommendations

2.1 The Executive Councilor is recommended to:

- a) Note the achievements and progress of the strategic partnerships that the City Council is engaged with, outlined in this report.
- b) Provide an update on the issues considered at the Combined Authority Board meeting held on 22 March 2023.

## 3. Cambridgeshire & Peterborough Combined Authority (CPCA)

3.1 The City Council is a statutory member of the CPCA, which was set up as a part of the Cambridgeshire and Peterborough Devolution Deal, with its first official meeting taking place in March 2017.

3.2 A Board, chaired by the elected Mayor of Cambridgeshire and Peterborough, ensures that the decisions and actions of the Combined Authority deliver key outcomes for the people of Cambridgeshire and Peterborough. Cllr. Anna Smith is the City Council's representative on the **Combined Authority Board**. Since November 2022 she has been **Deputy Statutory Mayor** taking on responsibilities from CPCA Mayor Dr Nik Johnson while he has been on medical leave. Cllr Nethsingha also sits on the Board in her capacity as Leader of Cambridgeshire County Council, and is a non-statutory Deputy Mayor.

3.3 As well as the Combined Authority Board there are six other committees that are part of the CPCA. Our membership of these committees is: **Overview and Scrutiny Committee**, Cllr. Richard Robertson and Cllr. Simon Smith; **Audit and Governance Committee** Cllr. Simon Smith; **Employment Committee**, Cllr. Anna Smith and Cllr. Lucy Nethsingha; **Housing and Communities Committee**, Cllr. Lewis Herbert; **Skills Committee**, Cllr. Sam Carling; and **Transport and Infrastructure Committee**, Cllr. Katie Thornburrow.

3.4 During the last year the CPCA:

- Prepared an overarching Combined Authority **Strategy and Business Plan**, giving a greater clarity of purpose and emphasis in addressing inequalities across the area, showing how a transition can be made, and enabling sustainable growth. This is informed by a Mayoral vision to have a healthier and more prosperous combined authority region set out in an **Ambition Statement**.
- Agreed the authority's vision and priorities in January 2023.
- Agreed an **Improvement Plan** following an external audit and began to implement it. This included setting out a clear focus on governance arrangements to achieve a transitional Corporate Plan and carrying out key functions within a revised structure at Board level.
- Established an **Improvement Board** that will provide external advice, challenge, and expertise to the CPCA to ensure focus, grip, pace and effective change on key areas identified in the Improvement Plan, as well as assurance to external agencies about progress being made, and identify and share learning and best practice with Members and Officers. The Improvement Board is Chaired by Lord Kerslake.
- Received a **Best Value Notice** from the government, after "significant concerns" were highlighted by external auditors last year, to ensure the Combined Authority provides assurances over its improvements. The notice also explains that DLUHC will be taking a "precautionary approach" to the transfer of funding to the Combined Authority until "there are appropriate plans in place to reach a resolution". The notice will remain in place for 12 months, after which time it can be reissued if further assurance is needed. The notice can be withdrawn or escalated at any point. Failure to "demonstrate continuous improvement" could result in government intervention.
- Developed and submitted a grant proposal for the continuation of the delivery of **Skills Bootcamps** in the region and the new **Careers Hub** has hosted an inaugural Careers Conference, with a focus on the future skills needed in the labour market and ensuring our students are prepared for the world of work. The Combined Authority's Employment and Skills Strategy has highlighted the need for an **All-Age Careers** Service and has been lobbying for provision to be extended to include primary education, devolved at a regional level.

- Successfully **increased the capacity of adult education** and a mixed marketplace of skills providers. There are now 16 Training providers in addition to the nine college/local authority providers, who have been on-boarded, and delivery has commenced. The new **Multiply Programme** launched during ‘Number Confidence Week’ in November, seeks to address low numeracy skills and number confidence.
- Continued to work on updating the **Local Transport and Connectivity Plan**, with assistance from the County and City Councils, in addition to the constituent Councils. Work on developing the evidence base on the quantified carbon assessment and the use of associated transport planning tools is progressing. The Combined Authority awaits the draft LTP guidance to be released by central government with the delay likely to have an adverse impact on delivery of the Plan.
- Agreed to **step in and fund a number of bus services** after Stagecoach East withdrew from some bus routes in October, which they said had proved commercially unviable. The cost of the new services is now “considerably higher” than the services they replaced and prompted the introduction of a mayoral precept of £1 a month (£12 annually) on a Band D property, to allow the Combined Authority to safeguard the routes for the medium-term, from 1 April. This followed requests to the Department for Transport for **emergency funding to allow local authorities to maintain loss-making bus routes**, which was not forthcoming.
- Drafted and consulted on a **Bus Strategy** in January-February 2023.
- Promoted uptake of the CAs **Investing in Nature** £1m Fund with Natural Cambridgeshire assessing the first round of applications for the Fund received by the December deadline. The Climate Action Plan is being delivered and a progress report will be discussed in March by the Climate Partnership for recommendation to the CA Board.
- Received confirmation of the allocation of £9.8 million core **UK Shared Prosperity Fund** (UKSPF) by government and the Grant Funding Agreement issued from DLUHC has been signed and returned to accept the award.
- Helped secure an allocation of £1.275 million from **DCMS Create Growth Fund** together with the New Anglia LEP and wider

University and other partners. The funding agreement from Government was signed in December by New Anglia LEP as the lead body.

- Secured £823,000 for **active travel** in January 2023.
- Supported **The Greater South-East Net Zero Hub** to promote successful projects to BEIS, along with sharing delivery ambitions for the next year and what is needed from BEIS to support this.
- Continued to **manage a portfolio of large capital projects** delivering journey improvements and public health benefits across the region to help deliver the commitment to double GVA – these projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.
- **Developed an affordable housing strategy**, taking into account views of our constituent councils and working closely with Homes England. The **Affordable Housing Programme** will be delivering 1,458 additional affordable housing units, with 520 expected to be completed at end of Jan 2023, with the balance are all under various stages of construction.
- Continued to **manage a portfolio of large capital projects** delivering journey improvements and public health benefits across the region to help deliver the commitment to double GVA – these projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.

3.5 The CPCAs **Budget Monitoring Report** for January 2023 shows the Forecast Outturn as a ‘favourable’ variance of forecast expenditure against approved budgets of £13.0m.

3.6 The CPCA has led on, or supported, the delivery of key projects in the Cambridge area during 2022, including:

- Confirmation of the TWAO for the proposed new rail station Cambridge South.
- Prepared a business case for capital funding for building costs for a community and purpose-driven project at Core Site in North-East Cambridge. This includes the delivery of much needed affordable and tailored space that will allow local organisations to grow,

marking the start of the regeneration of the NEC area with early jobs, community consultation and cohesion.

- Agreed funding for the Cambridge City Portrait, Chalk Streams project and projects to improve the sustainability of the council's cultural offer.

3.7 The decision sheet for the meeting of the Combined Authority Board on 22 March 2023 will be circulated to members of the committee once it is published on the Combined Authority website.

#### 4. **CPCA Business Board**

4.1. 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.

4.2 The Business Board assists in the achievement of the Combined Authority's Growth Ambition Statement, responds to the Cambridgeshire & Peterborough Economic Review (CPIER) and the realisation of the Combined Authority Business Plan 2022/23.

4.3 During the year the Business Board:

- Endorsed a new **Economic Growth Strategy for Cambridgeshire and Peterborough**. The strategy sets out clear priorities to inform investment decisions, based on the most up to date evidence available. Its primary goal is to reduce inequality and drive levelling up within and between the three economies of Peterborough, Fenland and Greater Cambridge. It is designed to complement the emerging transport and health and wellbeing plans by reinforcing the evidence around those interventions that are likely to have most impact on good growth.
- Set out a **series of programme themes** that include: an expanded programme of business support, inward investment and innovation; skills and employment support for good jobs; investment in local placemaking and renewal, and; connectivity to deliver the Economic Growth Strategy. The **Economic Growth Strategy** is a framework against which future funding will be administered and will therefore be reviewed and updated annually, if required. It is accompanied by a **Good Growth**

**Strategy**, adopted by CPCA, showing a “six capitals model” approach to investment that the Economic Growth Strategy will be aligned to.

- Closed the **Local Growth Fund (LGF)** as the £146.7m programme was all spent by 31 March 2021 but programme outcomes from invested projects will still be delivered until 2030. Recycled LGF is being returned from projects over the medium term for a variety of reasons. The recycled funds were re-awarded using the same criteria as original LGF and in the form of Grants, Loans or other forms of funding such as Equity Capital Investment. An evaluation of progress with the LGF during 2022 is currently being carried out by Metro Dynamics and it is expected to conclude and report in February 2023.
- Received bi-annual “**Skills and Markets Insights**” reports to consider the latest available information on core indicators. The January 2023 report highlighted that CPCA’s economy barely grew at all between 2018 and 2019 – with only £9m more GDP (equivalent to 0.03% growth).
- Approved a new **Employment and Skills Strategy** that focuses on four core themes: pre-work learning and formal education; employer access to talent; life-wide and lifelong learning, and; support into and between work. The Skills Strategy delivers is accompanied by a implementation and delivery plan approved by the Skills Committee on 5 September 2022.
- Proposed a governance structure to underpin the work of **Local Skills Improvement Plans (LSIPs)** that will be developed and put employers at the heart of the skills system to ensure businesses have the skills they need. They will be led by designated **Employer Representative Bodies (ERBs)**. Providers will have a duty to co-operate with the designated ERB, and to ‘have regard’ to the LSIP when considering their post-16 technical education or training provision.

4.4 In terms of skills progress a **Changes in Progress Monitor** shows for Cambridge City: an increasing participation rate in Further Education, Vocational and Higher Education at 5.6% between 2021 and 2022 but a decrease of 4.5% in the number of Skilled Jobs available in the same period and a decrease of In-Work Universal Credit being claimed, down 8.7%, amongst other indicators. This will be influenced both by the work

of the CPCA and wider factors, which are shown in the Skills and Labour Market Insights report.

## 5. Greater Cambridge Partnership (“the GCP”)

5.1 The Greater Cambridge Partnership is constituted 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:

- **Homes** - accelerate delivery of the Local Plan so more affordable homes can be built
- **Skills** - ensure people have the skills they need for local jobs
- **Smart** - harness new technology to ensure the work we do is future focused
- **Transport** - transform the way we move and travel with greener transport links
- **Economy** - create a more inclusive economy
- **Clean Air** - support the shift to zero carbon and cleaner air

5.4 The **City Deal** programme continues to be a critical element of delivery of sustainable economic growth in the area and to help enable the successful delivery of statutory documents such as the Local Plan and the Local Transport and Connectivity Plan. To ensure activity and investment was maintained the GCP focused, during the year, on:

- The consultation on the **Making Connections Proposals**
- Construction of the Milton Road and Cambridge South East Transport Phase 1 schemes



- Continued development of other **key transport schemes** including preparation for the submission of the Transport and Works Act Order for the Cambourne to Cambridge scheme and public engagement on the Melbourn, Barton and Horningsea Greenways
- Development of the other **Major Transport** corridor projects and **Active Travel** schemes.

5.5 GCP is currently subject to a Government **Gateway Review**, which occurs every 4 to 5 years for City Deals. A successful outcome at the final gateway in 2025 would unlock the next 5 year tranche of funding of up to £40m per year. The objective of a Gateway Review is to consider and evaluate the progress of the City Deal programme, providing an independent review from the Managing Authority – the Department for Levelling Up, Homes and Communities (DLUHC). It will be carried out by a consultant to DLUHC and commence in April 2023 with the submission of a Local Evaluation Framework and is likely to conclude in the Spring of 2025, when conclusions will be provided.

5.6 Investments in Skills, Smart, Housing and Economy and Environment projects to alleviate barriers to economic growth and shared prosperity in Greater Cambridge exceeded more than £2m in 2022/23. Highlights in the year include:

- The Skills contract delivered by Form the Future, with Cambridge Regional College, is building on the delivery of careers advice and new, high-quality apprenticeships during the GCP's first five years of investment, providing local businesses with the skills they need to grow. In addition to this, the original Skills Service contract was extended in 2022 to strengthen several areas of its provision.
- Progress to enhance energy grid capacity to sustain local growth and the Smart Cambridge programme is expected to invest over £1.3m in projects during 2022/23 to maximise the benefits of technological and digital innovation across the programme.

5.7 The GCP provides more detail of progress of its workstreams in Quarterly Progress Reports to the Board. The main points shown in the report presented to the Executive Board in March 2023 are shown below.

### Housing

- 5.8 One key commitment of GCP is to enable the delivery of 1,000 additional affordable homes, exceeding the level needed to meet the Cambridge and South Cambridgeshire Local Plan requirements (33,500 homes between 2011 and 2031). The Greater Cambridge housing trajectory published in April 2022 shows that it is anticipated that there will be a surplus, in terms of delivery over and above that required to meet the housing requirements in the Local Plans, in 2023/24. Until 2023/24, affordable homes that are being completed on eligible sites are contributing towards delivering the Greater Cambridge housing requirement of 33,500 dwellings.
- 5.9 There are still a further eight years until 2031 during which affordable homes on other eligible sites will continue to come forward as part of the additional supply, providing additional affordable homes that will count towards this target.

### Skills

- 5.10 Form the Future (FtF) continue to provide the careers and skills programme for Greater Cambridge Partnership. During 2022/23 key achievements include a significant uplift in apprenticeships and one-to-one career guidance between FtF and Cambridge Regional College (CRC), with FtF focusing on career guidance through one-to-one sessions and CRC delivering an annual series of roadshows and events to reach different audiences.
- 5.11 In March 2022 the first annual Primary careers fair was held and very well attended. In addition to this, the Science, Technology, Engineering and Mathematics (STEM) Resource Hub went live during 2022 and has now been shared with 84 primary schools.
- 5.12 In September last year, GCP's Executive Board approved a proposal to extend the current Skills Service, in order to strengthen several areas of its provision, including rolling out a digital platform (Unifrog) to all secondary schools in Greater Cambridge. This platform will offer students the opportunity to compare and apply for opportunities in the labour market and for teachers and career counsellors, it will help to manage the progression process for students.

### Smart

- 5.13 As part of the Better Use of Data workstream the contract for the Mobility Monitoring (Strategic Sensor) Network has now been signed

and an order placed which includes 38 devices to be deployed within Cambridge. All 38 devices have now been installed and are operational within the Greater Cambridge area. The Smart programme is working with the City Access team to shape the next stage of the systems and operations workstream which will involve close collaboration with the relevant County Council teams.

- 5.14 The Smart programme has continued to support the City Access team in technical and behaviour change aspects of the work. The current focus includes: supporting the identification of potential operating models for a future City Access scheme, including technical, systems and operational aspects; understanding the approaches taken in other cities and how these might be applied to the Greater Cambridge Travel for Work area; looking at the range of initiatives to affect behaviour change (in particular modal shift away from private cars).

#### Transport

- 5.15 The Making Connections consultation was launched on the 17th October and continued until 23rd December 2022. Over 23,000 responses to the online survey and more than 100 formal stakeholder responses were received. Work is now under way to analyse the huge amount of data and information which has been collected, including the many written answers which were an important feature of the survey. The results of the consultation will be included in a final report on the proposals and next steps, scheduled for the Joint Assembly and Executive Board in June 2023. At that time, the GCP Board will be asked to make a recommendation to Cambridgeshire County Council on what scheme should be progressed following the consultation analysis and further technical work.
- 5.16 Progress continued across the Transport programme, which included: continued construction on CSETS Phase 1; continued construction on Milton Road; public engagement on the Melbourn, Barton, Horningsea and Sawston Greenways, and; the opening of Histon Road and Chisholm Trail Phase 1.
- 5.17 In early 2023 consultation is taking place on Eastern Access and Waterbeach (Greenway and Public Transport Corridor) and the other remaining Greenways.

## Economy and Environment

- 5.18 GCP has continued to sponsor (with Cambridge Ahead) the Greater Cambridge Sectoral Employment analysis, providing a detailed assessment of the performance of the Cambridge economy on a quarterly basis. Given the unique insight the reports have delivered to date the GCP will support the provision of the analysis until November 2024.
- 5.19 In addition to the above quarterly analysis the University of Cambridge's Centre for Business Research also produce an annual data draw, commissioned by Cambridge Ahead, that represents a full census of the corporate economy. It enables the GCP to offer highly credible evidence to gateway reviews, briefings with Members, and other strategic reporting. The GCP will also fund additional work to set out the case for the continued investment in this geography.
- 5.20 **Electricity Grid Capacity.** The Trumpington and Cambridge East Grid Substation projects continue to be progressed. New commercial proposals from UKPN (referred to as Grid "Offers") were received in early June 2022 and accepted in late August 2022.
- 5.21 In December 2022, GCP officers were advised that Ofgem had approved the inclusion of these projects within UKPN's funding settlement bid. This means that UKPN are now in a position to fund and deliver this infrastructure without the need for significant financial support from the GCP. This is a significant achievement for the area.
- 5.22 This represents approximately £20m of direct investment and will facilitate the development of c5,700 new homes and c270, 000m<sup>2</sup> R&D, Commercial and Clinical floorspace. These figures are based on the Adopted Local Plans (covering 2021- 2031) but there are expected to be further benefits to the planned developments within the Emerging Local Plan (covering 2031-2041). Amongst the planned developments, are two hospitals on the Cambridge Biomedical Campus which will most likely need the grid capacity enhancements to be able to operate.

## Governance

- 5.23 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. Cllr. Dave Baigent is one of five members of the Executive Board.

5.24 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. Cllr. Tim Bick is Chair of the Joint Assembly and Cllr. Katie Thornburrow Vice Chair. Cllr. Simon Smith is a member of the Assembly.

## **6. Fast Growing Cities Group**

6.1 Fast Growing Cities is an informal partnership where Cambridge City Council works alongside other fast-growing cities to emphasise to Government the particularly strong economic potential they offer to the UK economy, and the challenges that success – and the role of a sub-regional centre - brings. These cities (Oxford, Swindon, Milton Keynes Norwich, and Peterborough) 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. The Centre for Cities helps facilitate and inform the work of the group.

6.3 In recent months, the Cities have commissioned research and analysis to be brought together in a report to provide evidence of the economic impact the city regions have on the rest of the UK. It will also highlight the challenges and opportunities facing the cities and help to make the case for continued Government focus on and investment in the sustainable growth of the cities.

## **7. Oxford-Cambridge Partnership**

- 7.1 The previous government policy to establish an Oxford-Milton Keynes-Cambridge ARC “growth body” has been aborted. Since summer 2022 there have been discussions between relevant councils, led by Cherwell District Council (the accountable body), and DLUHC about establishing a looser and locally led arrangement for collaboration as defined in the Levelling-up White Paper - a Pan Regional Partnership. Other PRPs include the Thames Gateway and Midlands Engine.
- 7.2 With renewed encouragement and funding from government work is underway to establish fresh governance and focus for the Arc around the economy and environment. A shadow Oxford to Cambridge Pan-regional Partnership Board (“the OCPRP Board”) has started to meet to oversee these developments. The initial work programme includes an emphasis on the environment, economic and data insights. Further details can be found on the OCPRP website (shown in Section 10), including correspondence from Ministers, the OCPRP work programme and objectives, Board membership and Board meeting notes.
- 7.3 The Government indicated, in November’s Autumn Statement, funding of up to £500,000 will be available in 2022/23, provided in two tranches, with £2.5m in 2023/24 in addition to a re-commitment to a £5bn project to complete a rail link between Oxford and Cambridge, reviving the concept of the “Varsity railway” that once linked the two cities.
- 7.4 A group, including academics, leaders at major life science companies, investors and science park operators has also received encouragement to form an Ox-Cam “Supercluster” Board to work alongside the new partnership.
- 7.5 A difference from the earlier incarnations of an Arc Leadership Group is the plan to recruit an independent chair. The networks of universities and LEPs continue to invest effort in this initiative.

## **8. Implications**

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

Working with these partnerships (particularly the CPCA) may make significant levels of resources available to improve infrastructure and

support the sustainable growth of Cambridge City, including any emergency funding. By working together with 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 GCP through a proportion of New Homes Bonus, although the value of this has reduced significantly in recent years.

The Council make a contribution of £5,000 to the costs of the Fast Growing Cities Group's activities each year. The annual contribution to the Oxford-Cambridge Partnership is £4,000.

**(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. During the pandemic work has looked to support the local economy and support those most vulnerable.

**(d) Net Zero Carbon, Climate Change and Environmental Implications**

Working through these partnerships is giving the City Council opportunities to progress the Council's Climate Change Strategy, including through collaboration with other CPCA councils and partners on the Cambridgeshire & Peterborough Climate Action Plan, GCP's work on sustainable travel, the Oxford-Cambridge Partnership's environmental principles and the emphasis on sustainable growth of the Fast Growth Cities Group.

**(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 is the subject of a parallel report

to this one, to be discussed at Environment and Community Services Scrutiny Committee.

## 9. Consultation and communication considerations

Individual bidding streams and plans will specify stakeholders and communities 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 Landing Page  
[Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](http://Cambridgeshire & Peterborough Combined Authority (cambridgeshirepeterborough-ca.gov.uk))
- Cambridgeshire and Peterborough Combined Authority Committee Pages  
[CMIS > Committees > Combined Authority Board](#)
- Cambridgeshire and Peterborough Combined Authority Member Responsibilities  
[Lead Members & Responsibilities | CPCA | The Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](#)
- Governance Arrangements, 25 January 2023  
[Document.ashx \(cmis.uk.com\)](#)
- Improvement Plan Update - December 2022  
[Agenda Item No \(cmis.uk.com\)](#)
- Employment and Skills Strategy  
[Cambridgeshire & Peterborough Combined Authority Employment and Skills Strategy Implementation Plan](#)
- CPCA Local Skills Improvement Plan  
[Local Skills Improvement Plan](#)
- CPCA Economic Update  
[CPCA Economic Update](#)
- CPCA Sustainable Growth Model  
[Capitals and the Cambridgeshire and Peterborough Sustainable Growth Model](#)
- CPCA Economic Growth Strategy  
[Cambridgeshire and peterborough economic growth strategy \(cmis.uk.com\)](#)
- Local Growth Fund Evaluation 2022  
[Local Growth Fund Evaluation \(cmis.uk.com\)](#)
- Skills and Labour Market Insights report  
[CPCA Economic Update \(cmis.uk.com\)](#)
- GCP City Deal Governance Assurance Framework  
[Governance-Assurance-Framework-2022 \(greatercambridge.org.uk\)](#)
- GCP Governance  
<https://www.greatercambridge.org.uk/about-city-deal/governance/>
- GCP Quarterly Progress Report Agenda Item 6 of GCP Executive 15 December 2022  
[Council and committee meetings - Cambridgeshire County Council > Meetings \(cmis.uk.com\)](#)
- Cambridge Business Research  
[Research & Evidence \(greatercambridge.org.uk\)](#)



- Fast Growth Cities: Centre for Cities  
<https://www.centreforcities.org/publication/fast-growth-cities-opportunities-and-challenges-for-cambridge-oxford-milton-keynes-swindon-norwich/>
- Fast Growth Cities – 2021 and beyond  
[fast-growth-cities-2021-and-beyond.pdf](https://www.centreforcities.org/publication/fast-growth-cities-2021-and-beyond.pdf) (centreforcities.org)
- The UK's Innovation Corridor  
<https://innovationcorridor.uk/discover/#inside-stories>
- Oxford-Cambridge Pan-regional Partnership –  
<http://www.oxford-cambridge-partnership.info/>
- Update [Ox Cam Regional Partnership - report.pdf](https://www.moderngov.co.uk/oxford-cambridge-arc-revived-via-new-british-regional-partnership/) (moderngov.co.uk)  
[Oxford-Cambridge Arc revived via new British regional partnership | Financial Times](https://www.ft.com/content/oxford-cambridge-arc-revived-via-new-british-regional-partnership) (ft.com)

## 11. Appendices

## 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).