

STRATEGIC POLICY AND PARTNERSHIPS REPORT 2025/26

To: Cllr Cameron Holloway, Leader

Cabinet 24 March 2025

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Wards affected:

Director Approval: The Chief Executive Robert Pollock confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet/Cabinet Member for decision.

1. Recommendations

1.1 It is recommended that Cabinet:

1. Endorses the work programme for the council's Strategy team for 2026/27 as set out at 4.2 in this report, including keeping abreast of public sector reform initiatives that will impact upon the council
2. Notes the achievements and progress of the key strategic economy, health and community safety-related partnerships that the council is engaged with, as detailed in section 5 of this report.
3. Endorses the importance of partnership working in the context of a changing public sector landscape

2. Purpose and reason for the report

2.1 This report provides:

- An overview of some of the key public sector reforms that will impact on the council in 2026-27.
- An annual report on the work of the key strategic partnerships that the council was involved in 2025-26 and an overview of their priorities for 2026-27.

3. Background

3.1 As part of the Our Cambridge organisational redesign programme, the council developed Partnership By Default principles to enable partners, communities and the council to achieve outcomes together (see Appendix B for a list of these principles). This report provides an update on the key achievements during 2025/26 of the strategic partnerships that the council is engaged in and a summary of their key priorities for 2026/27. Background information about each of the partnerships is provided in Appendix B.

4. Public sector reform

4.1 The Government has initiated a number of key public sector reforms which will impact significantly on the wider public sector landscape and how the council works with partners, communities and residents in Cambridge in future.

4.2 It is proposed that during 2026/27 the council's Strategy team will keep abreast of key Government reforms and policy initiatives and work with council services and partnerships to maximise opportunities arising from these reforms. Some of the key reforms and initiatives are listed below and further detail is provided in Appendix C:

- Local Government Reorganisation (LGR) and devolution
- Integrated Care Board (ICB) reforms
- Police Service reforms
- Better Care Fund
- Place-based Budget Pilots
- Pride in Place
- Better Futures Fund
- Social Outcomes Partnerships
- Impact Economy
- Test, Learn and Grow

5. Cambridgeshire and Peterborough Integrated Care System (ICS)

5.1 During 2025/26, the council's partnership working with the Cambridgeshire and Peterborough ICS on preventative health issues has included:

- Working with the ICS to establish a Finding Help Forum to provide a space for agencies and case workers to support individuals with complex needs to navigate help, advice and services. The Forum helps ensure the right pathway of help or treatment is offered, based on what matters to the individual.

- Managing a programme grant-funded by the ICS which created opportunities for several partnership projects, including innovative intergenerational projects with local schools and assisted living and setting up a men's health partnership with Cambridge United Foundation.
- The ICB funded the £1.8 million WorkWell programme across Cambridgeshire and surrounding areas up to March 2026 to support those with health conditions to maintain or return to work. The programme is being delivered in Cambridge by CPSL Mind.

6. Cambridge Community Safety Partnership (“the CSP”)

6.1 The Cambridge CSP seeks to understand the community safety issues that residents, visitors and local businesses are experiencing and select issues where it can take collective action to make a difference. Following its annual evidence-based Strategic Assessment, the CSP decided on the following priorities and activities for 2025 – 2027:

- Preventing violence and exploitation – by developing a process for businesses and venues to raise concerns about risks to children outside the home; working with specialists to help prevent young people being at risk of or becoming involved in violence; and exploring funding for taxi marshals and St Johns Ambulance provision in the nighttime economy.
- A neighbourhood approach - including a community Hate Crime awareness campaign, a localised response to ASB hotspots, and working with communities to identify opportunities to utilise crime prevention funding in their neighbourhoods.
- Tackling acquisitive crime - including developing a crime prevention pack for retail workers, scoping a retail crime prevention pilot, supporting retailers to give best evidence and continuing to address cycle crime.

6.2 Key achievements for the CSP during 2025/26 included:

- Creating Key Stage 2 education content to raise awareness of criminal exploitation and making this available to schools.
- Collaborating with parents to create a series of parent resources related to serious violence.
- Training 2,141 people in local businesses and organisations to identify predatory behaviour and address violence against women and girls.
- Developing an Open Space Guardianship scheme to patrol city centre open spaces during the night-time economy to help identify vulnerable people and enable them to get home safely.

7. Cambridgeshire & Peterborough Combined Authority (CPCA)

7.1 Some of the CPCA's key achievements in 2025/26 included:

- Developing the [Local Growth Plan](#), which sets out a 10-year economic vision. The plan projects a doubling of the Cambridgeshire and Peterborough economy by 2050 (to £61bn GVA) and sets a Mayoral aspiration to triple its size by 2050 (£97.2bn GVA). It identifies key regional growth sectors and a series of Opportunity Zones for investment, including 'Global City Cambridge'.
- Progressing the Greater Cambridge Transport Strategy to support the emerging Greater Cambridge Local Plan. The strategy will sit under the umbrella of the Local Transport and Connectivity Plan (LTCP), which sets out the CPCA's vision for integrated transport networks, including bus, walking, cycling and rail.
- Publishing a Bus Franchising Scheme, which will bring the bus system in the region under greater public control. The scheme will allow the CPCA to set all bus routes, timetables, fares and service standards.
- Launching a formal five-year Strategic Place Partnership (SPP) with Homes England to support housing, regeneration and sustainable development in the region. The partnership is developing a pipeline of investment-ready major housing and regeneration sites, including Northstowe and Waterbeach new town.
- Hosting a pavilion at the UK Real Estate Investment & Infrastructure Forum (UKREiIF) in Leeds to promote investment opportunities and housing and infrastructure schemes across the region. City Council officers were represented in talks at the pavilion.
- Providing funding from the UK Shared Prosperity Fund (UKSPF) to the City Council to: extend the community wealth building approach taken in Abbey to North Cambridge; begin a new strand of work on Inclusive Innovation and continue work to support markets and market traders in the city.
- Using the UKSPF funds allocated to the region to: fund the Region of Learning team, working as part of the CPCA skills team, to extend digital badge delivery across the region; and progress work to establish a Local Visitor Economy Partnership, a Destination Management Plan and place brand development for Cambridgeshire and Peterborough.

7.2 The key priorities for the CPCA in 2026/27 include:

- Applying for Established Mayoral Strategic Authority (ESMA) status, which would grant the CPCA new statutory powers and funding, including an Integrated Settlement allowing it to set its own funding priorities without national Government constraints.
- Producing the Greater Cambridge Transport Strategy – which is a responsibility of the CPCA but a key requirement for timely submission of the emerging local plan and one

of the biggest risk factors in its delivery.

- Delivering a proposal for a Local Visitor Economy Partnership (LVEP) and associated Destination Management Plan (DMP)
- Concluding the current independent review of the bus franchising scheme and developing the first franchised bus services for launch in 2028.
- Considering a final business case from the City Council for £1.5m CPCA funding for the market square element of the Civic Quarter project.
- Coordinating attendance at UKREiIF 2026

8. Greater Cambridge Partnership (GCP)

8.1 During 2025/26 some of GCP's key achievements were:

- Confirmation in June 2025 that they had passed the second government gateway review, linked to releasing the final tranche of city deal funding.
- Progressing work on additional guided busways and travel hubs, including the Cambourne-to-Cambridge scheme, Cambridge Southeast Transport Phase 2 (CSET 2) and the Waterbeach-to-Cambridge scheme. A public inquiry into the Cambourne-to-Cambridge proposals took place from September to November 2025. The inspectors report and Secretary of State decision is expected during 2026.
- Progressing work on the Greenways network across Greater Cambridge, as part of the wider active travel network between Cambridge and surrounding communities. Major works on the Horningsea Greenway were completed and the Cowley Road section of the Waterbeach Greenway opened, improving links to Cambridge North Station. Work also progressed on the Barton, Comberton, Horningsea, Haslingfield and Linton routes.
- Beginning passenger trials of autonomous buses between Madingley Road Park & Ride and Eddington (Cambridge West Innovation District). The project is part of the Connector pilot scheme and is funded by the Government's Centre for Connected and Autonomous Vehicles (CCAV).
- Reappointing Form the Future until March 2027 to continue delivering the GCP Skills Programme, which focuses on preparing young people for careers in high-growth sectors. Over the past 10 years the programme has created 700 apprenticeships and connected more than 10,000 pupils with employers who provide apprenticeships. However the future of the programme beyond this is not confirmed and it is a priority for the city to consider whether and how this work can be carried on.
- Agreeing a biodiversity net gain strategy across the programme

8.2 The key priorities for GCP in 2026/27 include:

- Submitting Transport and Works Act Orders (TWAOs) for the Waterbeach-to-Cambridge public transport scheme.
- Preparing for a public inquiry into the CSETs, which is likely to be held in 2026, with the public enquiry into the Waterbeach-to -Cambridge scheme to follow in due course.
- Construction of relocated Waterbeach railway station
- Progressing delivery of the Greenway network

9. Cambridge Growth Company (CGC) and Development Corporation

9.1 In October 2025, government announced an initial £400 million funding to support the delivery of affordable homes, infrastructure and business expansion led by the CGC and its successor body.

9.2 In February 2026, government launched a [statutory public consultation](#) on proposals for a centrally-led Greater Cambridge Development Corporation as its preferred delivery vehicle for infrastructure investment in the area. The aim of the urban development corporation would be to address barriers to future economic growth in the area, including housing affordability and supply, transport and wider infrastructure. Officers are preparing a response to the public consultation and members will discuss the proposals at an extraordinary meeting of full Council on 19 March 2026.

10. East-West Rail Partnership and Oxford-Cambridge Growth Corridor

10.1 Government views the Oxford-Cambridge Growth Corridor as vital to national growth prospects. The East West Rail (EWR) project proposes to construct a new rail link between Oxford and Cambridge via Bletchley and Bedford. The plans include expanding the central station in Cambridge and creating a new East Cambridge station. The City Council responded to the East West Rail Company's third [non-statutory consultation](#) on the Development Consent Order (DCO) for the EWR, which ran from November 2024 to January 2025. The City Council continued to engage with the EWR project during 2025/26 and remains a member of the East West Main Line Partnership, along with 19 other local authorities along the route.

10.2 The Oxford-Cambridge Pan-Regional Partnership (PRP) was created to coordinate cross regional efforts to promote economic and sustainable development. The PRP was formally closed in May 2025 when Government funding ceased. The City Council is engaging with England's Economic Heartland (the sub-national transport body for the area stretching from Swindon to Cambridgeshire), which is taking forward the PRP's legacy activities.

11. Fast Growth Cities (FGC)

- 11.1 The key achievements of the FGC group of six councils (Cambridge, Norwich, Milton Keynes, Oxford, Swindon and Peterborough) during 2025/26 included:
- Jointly commissioning Inner Circle Consulting to produce the '[Case for Cities](#)' report, along with Exeter, Ipswich, Gloucester, Lincoln and Reading councils. The report argues that cities can act as engines of national growth, providing Local Government Reorganisation (LGR) and devolution help to address key barriers.
 - Jointly commissioning Stonehaven to produce an economic report, which highlights that the six cities could potentially generate a total of £21bn in additional real GVA by 2035. The leaders of the six councils jointly wrote to the government in February 2026 requesting investment to improve water infrastructure, transport connectivity and housing affordability and supply in order to unlock and manage this potential growth.
 - Co-producing materials for investors to promote the shared economic opportunities in their cities.
- 11.2 During 2026/27 the Fast Growth Cities group will continue to make the case for investing in and otherwise supporting the economies of fast growth cities in the national economic interest.

12.0 Innovate Cambridge

- 12.1 During 2025/26 Innovate Cambridge moved from strategy development to a delivery phase. Key achievements included:
- Publishing the Innovate Cambridge Strategy, which sets out a 10-year vision, including “creating value and impact for the local community” and “supporting the local community to lead on sustainable, inclusive and green growth”. It includes targets for economic, social and environmental impact.
 - Taking part in a study trip to Cambridge, Massachusetts and Paris to learn from the success of the innovation economy in those regions and draw lessons to support Cambridge UK’s innovation ecosystem.
 - Announcing its first Advisory Council in 2025 chaired by Professor Dame Ottoline Leyser (UKRI), and including Baroness Sally Morgan, Roxanne Varza (Station F), Tim Rowe (Cambridge Innovation Centre, US) and entrepreneur and investor Hermann Hauser (Arm).
 - Supporting ‘The Cambridge Pledge’ as a vehicle for successful entrepreneurs to invest in Greater Cambridge Impact and play their part in addressing inequality. Innovate Cambridge’s Executive Director continues to play a key role on the fund’s Development Board.

- Forming the [Cambridge x Manchester Innovation Partnership](#) to support innovation start-ups and scale-up existing innovation businesses. The partnership is supported by universities and local authorities and has secured £4.8 million in Government funding

13. Community Wealth Building and the Impact Economy

13.1 The Council's Community Wealth Building Strategy and Shaping Abbey work featured as a national case study for the Government's Civil Society Covenant. The Council has taken forward a number of partnership projects and programmes during 2025/26 to deliver the strategy:

- Engaging with the [Social Impact Advisory Group](#) (SIAG), which advises Government on mobilising private investment and philanthropic capital to deliver positive social impact. Following the final report of the SIAG in November 2025, the Government launched the [Office for the Impact Economy](#) to work more effectively with investors to deliver social impact.
- The [Included](#) programme is building clear pathways to fulfilling careers in Cambridge from early years to early adulthood. It is designed for young people from disadvantaged backgrounds, including those not in education, employment or training (NEET). The programme will bring together and extend existing programmes provided by partners to create a stronger system and cumulative impact.
- [Greater Cambridge Impact](#) (GCI) is a new social investment vehicle which has been set up to bring innovation to tackling poverty and inequality. It brings together funding from the Council and other partners to invest in projects that support: disadvantaged young people; children in care and care-experienced young people; families facing crisis or poverty; and people who are homeless. GCI recently announced that it has reached its first investment milestone by securing total investment of £6.25m.
- The [Cambridge Pledge](#) has been established to enable entrepreneurs, businesses and individuals in the Cambridge innovation ecosystem to make donations and contribute a percentage of their future wealth to GCI over time.
- Voluntary & Community Sector infrastructure partnership - The Council is part of a steering group of public and voluntary sector infrastructure organisations who have agreed to work closer together as partners, investors, and allies to the Voluntary, Community, Social Enterprise and Faith (VCSEF) sector, identifying opportunities to collaborate, simplify and streamline processes and funding opportunities.

14. Cambridge Business Improvement District (BID) and Visit Cambridge

14.1 During 2025/26, the visitor economy has been a key focus of the council's partnership work. Key activities have included:

- Local Visitor Economy Partnership (LVEP) - working with the BID, the CPCA and Visit

England to explore the potential for a LVEP for Greater Cambridge. LVEPs are a key policy tool for Visit England (VE), bringing together public and private sector partners to grow the visitor economy for the benefit of residents, tourists and businesses. The CPCA is now taking forward feasibility and development work for a possible LVEP.

- Destination Management Plan (DMP) - the BID and Visit Cambridge partners (including Kings College and Curating Cambridge) jointly commissioned a draft Destination Management Plan (DMP) using funding from the UK Shared Prosperity Fund (SPF). The DMP will provide a strategic vision and joint plan with wider stakeholders to manage and develop Greater Cambridge as a visitor destination. It will focus on the needs of visitors, businesses and residents and on improving economic, social and environmental impacts. Depending on the outcome of LVEP proposals, the Council will convene key stakeholders to consider how elements of the DMP can be delivered.

14.2 Key partnership work with the BID and Visit Cambridge to promote the visitor economy in 2026/27 will include:

- developing a shared vision for the city centre shaped by public engagement and working with key partners including the BID, commercial landlords, the universities, cultural organisations, NGOs and transport providers.
- Working with the CPCA to deliver a proposal for a Local Visitor Economy Partnership (LVEP) and associated Destination Management Plan (DMP)

15. Partnership By Default

15.1 In addition to the strategic partnerships mentioned above, the Council has adopted a “partnership by default” principle (see Appendix B), and works in partnership with statutory, VCSEF and private sector partners to achieve a range of policy priorities and objectives. These include membership of:

- Community Rail Partnerships for Ipswich to Cambridge and more recently Cam Valley (covering Meldreth, Shepreth, Foxton, Whittlesford Parkway and Shelford stations, and to cover Cambridge South station upon opening)
- Cambridge Ahead’s Policy Group, Skills Group and Transport Group.
- [Cambridge Investment Partnership](#) (CIP), an equal partnership between Cambridge City Council and The Hill Group to deliver new council homes and market-sale homes and associated commercial and community facilities.
- The [RECAP](#) Cambridgeshire partnership for joint waste strategy, policy and procurement.
- [Conservators of the River Cam](#), the statutory navigation authority.
- [Action on Energy Cambridgeshire](#), a partnership of Cambridgeshire councils to

promote and deliver retrofit and energy advice for residents;

- the Cambridge City Leaders Climate Change Group (an informal group of private and institutional leaders committed to working together collaboratively to tackle climate change) and co-convened by the Council and Cambridge Institute for Sustainability Leadership (CISL)
- the Cambridge Food Justice Alliance (CFJA) and the Cambridge Sustainable Food (CSF) network, which promote food justice programmes and sustainable food practices across the city. For example, in February 2025 we jointly delivered food justice conference, which helped strengthen partnerships and collaboration across the local food ecosystem.

15. Implications

Financial Implications

15.2 As shown in the table below, the Council makes an annual financial contribution to a number of strategic partnerships:

Partnership	Annual contribution
East West Mainline Rail Partnership	£1,545
Cambridge to Ipswich Community Rail Partnership	£1,000
Cam Valley Community Rail Partnership	£1,000
Cambridge BID (via levy)	£59,000
Community Safety Partnership	£16,000

15.3 Financial contributions to some of the partnerships is variable:

- Fast Growth Cities – in both 2022 and 2023 the Council contributed £5,000 to support research carried out by the FGC, but it has only contributed £500 during 2020/26.
- Innovate Cambridge - in 2024/25 the City Council made a contribution of £50,000 to the partnership, to help fund its work to advance sustainable and inclusive development of the innovation ecosystem in the Cambridge area, but no contribution was made in 2025/26.
- The Council has funded Cambridge Sustainable Food through its Community Grants and Sustainable City Grants for a number of years. In 2025/26 this funding totalled £38,000.

15.4 The Council does not make regular annual financial contributions to the other partnerships featured in this report (e.g. Greater Cambridge Partnership, Innovate

Cambridge, Visit Cambridge, Action on Energy).

Legal Implications

- 15.5 There are no direct procurement implications arising from the decisions in this report.

Equalities and socio-economic Implications

- 15.6 An Equality Impact Assessment has not been produced as there are no equalities impacts arising from the decisions recommended in this report. It is expected that continued engagement in the strategic partnerships mentioned will support the Council achieving its equalities objectives.

Net Zero Carbon, Climate Change and Environmental implications

- 15.7 There are no direct environmental implications from this report. It is expected that continued engagement in strategic partnerships will support the Council achieving its environmental objectives, not least working with a wide range of stakeholders through RECAP, Action on Energy and City Leaders' Climate Change Group.

Procurement Implications

- 15.8 There are no direct procurement implications arising from the decisions in this report.

Community Safety Implications

- 15.9 Continuing to work with the Community Safety Partnership will enable the Council to achieve its community safety ambitions, as described in paragraphs 6.1 and 6.2

16. Background documents

- 16.1
- Inner Circle Consulting report – [A Case for Cities](#)
 - Fast Growth Cities Economic Analysis report, February 2026

17. Appendices

- 17.1
- Appendix A – Partnership by Default principles
 - Appendix B – Background information on Strategic Partnerships
 - Appendix C – Public sector reforms

To inspect the background papers or if you have a query on the report please contact David Kidston, tel: 01223 457043, email: david.kidston@cambridge.gov.uk

Appendix A – Partnerships by Default principles

Cambridge City Council's principles for collaborative working:

- **Working in partnership will be the norm not the exception in the way we work:** Before we develop any new work, we will find out who else is, could or should, be working in the space and actively engage with them.
- **We commit to ongoing engagement with potential and existing partners to identify alignment and shared purpose for collaboration:** By partners we mean other organisations (including statutory partners and businesses) and residents and communities.
- **Our partnership working will be driven towards what is of most benefit to communities:** we will ensure that communities' voices are heard, understood, and advocated and we will look for opportunities to undertake community engagement alongside partner organisations. By communities, we mean both geographic communities and communities of interest. For example, this can include residents, workers, and businesses with a relationship to the city.
- **We will listen to and seek out perspectives from a diverse range of stakeholders:** We recognise that different perspectives lead to a fuller understanding of a situation. We will also facilitate and support those who might not have the strongest voice to share their perspectives.
- **In establishing our own role in a partnership, we will play to our strengths:** sometimes we will be the right organisation to lead/convene, at others we will be better placed to take a supporting or capacity building role and/or simply be a source of information. Where our contribution is significant and/or may change the way we deliver services, this will need approval as part of the city council's formal decision-making process.
- **We will demonstrate openness and transparency with partners:** We value feedback, evaluation, and improvement when working in partnership. Subject to GDPR compliance, we will also share any data that informs partners of performance of the city relating to outcomes we are aiming to achieve together.
- **We will ensure there are governance arrangements in place that are appropriate to the partnership in question:** Partnerships can take a wide range of forms, from very light touch through to formal legal arrangements. Governance arrangements need to be appropriate to meet the needs of the specific partnership,

working to the principle that they should be as simple and as easy to understand as possible.

Appendix B – Background information on strategic partnerships

Cambridgeshire and Peterborough Integrated Care System (ICS)

The Cambridgeshire & Peterborough Integrated Care System (ICS) brings together a range of partner organisations to work together to improve the health and wellbeing of local people in the region. It includes health and care organisations, local councils and Voluntary, Community and Social Enterprise (VCSE) sector organisations.

The Council sits on the current core health partnerships within the ICS: the Integrated Care Board (ICB) South Strategic Board, the Integrated Neighbourhood Executive Board, and the Preventative and Personalised Care Board. The Council has significant opportunities to influence and promote the preventative health agenda through its connections to partners, as well as playing a coordinating role to help attract external funding.

Cambridge Community Safety Partnership (CSP)

The Cambridge CSP is a statutory partnership under the Crime and Disorder Act 1997, requiring Local Authorities, Police, Fire Service, Probation and Health partners to come together to formulate and implement strategies to tackle crime, disorder and antisocial behaviour. Cambridge City Council co-ordinates and chairs the Cambridge CSP. The Executive Councillor for Community Safety is a voting member of the CSP and attends the CSP meetings where the work of the partnership is reported.

The Cambridge CSP also has the statutory responsibility to oversee any Domestic Abuse Related Death Reviews (previously known as Domestic Homicide Reviews) and subsequent learning action plans, where the victim was a Cambridge City resident.

Cambridgeshire & Peterborough Combined Authority (CPCA)

The CPCA was established as a Mayoral Combined Authority for the Cambridgeshire and Peterborough area in 2017. It delivers and funds projects and partnerships to drive

economic growth, improve transport connectivity, create employment, develop skills and build homes across the region.

Cambridge City Council is one of seven constituent members of the CPCA. The Leader of the Council has delegated participation in the CPCA Board to the Cabinet Member for Communities. City Council officers participate in the CPCA's officer level 'Place Directors' Group as well as sub-groups and working groups that spring from it.

The CPCA was issued with a Best Value notice in January 2023, which was lifted in September 2024 following the implementation of an Improvement Plan¹. In March 2026, 18 months after the Best Value notice was lifted, the CPCA will become eligible to apply to Government for Established Mayoral Strategic Authority (EMSA) status. The CPCA is preparing to apply for ESMA status in September 2026.

Greater Cambridge Partnership (GCP)

The Greater Cambridge Partnership (GCP) was established to deliver the Cambridge City Deal investment in transport, housing and skills. The council is represented on the GCP Executive Board by the Leader. 3 City Councillors (currently Cllrs Bick, Smith and Thittala) are also members of the GCP Joint Assembly. City Council officers participate in the GCP's officer level 'Leadership Group' (which includes officers from all constituent members) as well as the various sub-groups and working groups that spring from it.

Cambridge Growth Company and proposed Development Corporation

The Cambridge Growth Company (CGC) was established in 2024 by government to drive sustainable growth and boost the knowledge economy in Greater Cambridge. The CGC Advisory Council includes the Leaders of Cambridge City Council, South Cambridgeshire District Council and Cambridgeshire County Council, alongside the Mayor of Cambridgeshire and Peterborough.

CGC is a subsidiary of Homes England and is chaired by Peter Freeman. To date CGC has coordinated investment and enabling infrastructure to accelerate progress on key sites, including preparatory work for a future acute hospital at Cambridge Biomedical Campus, the relocation of Waterbeach Station and the Cambridge South East Transport (CSETs).

Government has proposed that the CGC would be replaced by a Greater Cambridge Development Corporation. As part of the [statutory consultation](#) on the proposals, government has proposed that the Development Corporation's Board would include

¹ <https://cambridgeshirepeterborough-ca.gov.uk/news/combined-authority-no-longer-under-best-value-notice-as-government-recognises-improvement/>

the leaders of Cambridge City Council, South Cambridgeshire District Council, Cambridgeshire County Council, and the Mayor of Cambridgeshire and Peterborough.

Fast Growth Cities (FGC)

The Fast Growth Cities group is an informal partnership of councils representing cities that are experiencing high levels of growth, fuelled by knowledge-intensive economies. They are Cambridge, Norwich, Milton Keynes, Oxford, Swindon and Peterborough.

Innovate Cambridge

Innovate Cambridge was launched in 2022 to define the future of the Greater Cambridge life sciences and technology “ecosystem”. The council’s partnership with Innovate Cambridge has focused on work to ensure that social inclusion and sustainability lie at the heart of its strategy to ensure that Cambridge remains the leading innovation cluster in Europe.

Cambridge Business Improvement District (BID)

Cambridge BID is a body funded by businesses in the BID area (which encompasses Cambridge city centre, Hills Road and Station Road) to deliver additional services and initiatives. The Executive Councillor for Culture, Economy & Skills sits on the Board of the Cambridge Business Improvement District (BID). The BID have undertaken many ongoing initiatives and activities to support local businesses and enhance the city for residents and visitors, including:

- Street Cleaning - funding additional street cleaning and a rapid response service to help keep city centre streets clean, deal with graffiti and fly tipping.
- Safety - the BID is a key partner in the Purple Flag Group, which works to help keep Cambridge safe, particularly in relation to the night-time economy. This includes providing funding for taxi marshals to help people to get home safely, street pastors to help people in distress and a communication network run by the police and Cambridge Business Against Crime (CAMBAC) for venues to alert each other about suspicious behaviour. Cambridge has retained Purple Flag status since 2019.
- Supporting free arts and cultural events to bring vibrancy to the city - including the Cambridge Christmas Lights, the Out of the Ordinary street arts festival, Cambridge Arts Festival, the Standing Tall trail, markets, fairs and open-air screenings. The BID also provides grant funding to locally organised events throughout the year.

- Promoting the visitor economy by providing mobile Welcome Ambassadors, the Love Cambridge Gift Card and website (which encourages people to shop locally and promotes local independent businesses), managing the Visit Cambridge website, and promoting overnight stays by visitors.

Appendix C - Public sector reforms

Integrated Care Board (ICB) reforms

The NHS is going through a period of significant reorganisation. From April 2026, the Cambridgeshire and Peterborough Integrated Care Board (ICB) will be abolished and merged with Bedfordshire, Luton and Milton Keynes ICB and Hertfordshire and West Essex ICB. Together, they will form a larger NHS Central East ICB cluster. In future, some services will be commissioned at a regional level or by each ICB cluster. There will also be scope for joint commissioning of neighbourhood health services with new unitary councils created through Local Government Reorganisation.

Policing reform

Government set out a number of proposed reforms to the structure and governance of policing across England and Wales in the [Policing White Paper](#) in January 2026 including:

- Creating a new National Police service (bringing together the National Crime Agency and the Counter Terrorism Policing to deal with complex cross-border crimes.
- Abolishing elected Police and Crime Commissioners (PCC), including the Cambridgeshire and Peterborough PCC, and transferring their powers to Mayoral Combined Authorities in 2028.
- Merging some of the current 43 police forces to create fewer, larger forces. In the proposed new structure, local policing would be delivered through Local Policing Areas (LPAs), which would operate at the level of local towns, cities and boroughs

Better Care Fund

The Better Care Fund (BCF) programme supports the NHS and local government to successfully deliver the integration of health, housing and social care services. The BCF aims to promote reform which supports:

- person-centred care and support
- increased focus on prevention rather than sickness
- people living independently at home for as long as possible (the shift from hospital, nursing home or long-term residential care to home)

BCF funding is composed of mandatory contributions from the NHS through Integrated Care Boards (£5.6bn total nationally) and local authorities through the

Local Authority Better Care Grant (£2.6bn) and Disabled Facilities Grant (£0.7bn). Local areas can also voluntarily pool additional funding through the BCF where they are assured that this represents value for money.

Place-based Budget Pilots

5 [Place Pilots](#) were announced alongside the Budget on in November 2025. The government is planning to work with five mayoral strategic authorities to test how the pooling of public service budgets in local areas could break down siloes, unlock more funding for prevention and help deliver better outcomes. The Place Pilots could potentially build on the learning from the Total Place initiative in 2009, which involved pilots in 13 areas focussing on collaboration and innovation between frontline services, including local authorities, primary care trusts, police authorities and third sector organisations.

Pride in Place

The Government launched its [Pride in Place Strategy](#) in September 2025, which aims to bring about renewal in communities that have experienced austerity and decline. The related [Pride in Place](#) program aims to empower local people (including community leaders, volunteers and grassroots organisations) to improve their neighbourhoods and establish long-term change in these areas. Government originally allocated a total of £5 billion funding to hundreds of local communities through the programme. In February 2026, the [Government announced](#) that a further £800 million would be invested in 40 new areas across England.

Better Futures Fund

The [Better Futures Fund](#) aims to bring together government, local communities, charities, social enterprises, investors and philanthropists, to deliver place-based solutions to the structural and root causes of poverty for children, young people and their families.

Government will contribute £500m to the BFF, with the aim of raising another £500 million from local government, social investors, and philanthropists. This funding is expected to support a 10-year programme. The first phase of the programme is expected to launch in summer 2026 for areas that already have a track record of commissioning through [Social Outcomes Partnerships \(SOPs\)](#). A second wider phase is expected from 2027 onwards.

Impact Economy

The government's [Social Impact Investment Advisory Group](#) (SIIAG) defines the Impact Economy as a diverse ecosystem of purposeful organisations with a shared aim of delivering a strong economy in which everyone benefits. The impact economy is supported by philanthropic capital, social investment and institutional impact investment.

The SIIAG produced its [final report](#) and recommendations to government in November 2025. One of the report's recommendations was to create the [Office for the Impact Economy](#) (OIE) to provide strategic leadership and coordination within government and work more effectively with investors, purpose-led businesses and philanthropists to deliver social impact. The aim is to support growth and lever in additional funding alongside public investment.

Test, Learn and Grow

The [Test, Learn and Grow \(TLG\)](#) program is a £100 million initiative aimed at reshaping public services across the UK. It is an iterative place-based approach to redesigning services, involving a "test and learn culture". The programme brings together cross-government teams of policymakers ("innovation squads"), together with communities and local government frontline workers, to understand what is not working and rapidly reshape services.

The approach was initially trialled in four areas, including Sheffield and Liverpool, and government extended the programme to a further 10 local authorities in July 2025. The City Council expressed interest becoming an 'Test, Learn, and Grow' accelerator area as part as part of its joint LGR proposal with South Cambridgeshire and East Cambridge District Councils.