

CAMBRIDGESHIRE & PETERBOROUGH
LOCAL ECONOMIC RECOVERY STRATEGY:
APPENDIX 1 – INTERVENTIONS EXPLAINED

THIS APPENDIX PROVIDES FURTHER DETAILS ON A NUMBER OF INTERVENTIONS IN THE LERS. MANY ARE SUBJECT TO ONGOING DEVELOPMENT.

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

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

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

We have therefore now grouped our interventions into two categories:

1. Actions we are taking now:

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

2. Longer term:

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

ACTIONS WE ARE TAKING NOW

1. A New Rebound & Growth Coaching Service

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

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

2. A New Inward Investment Service to Attract More Firms

A new service to strengthen the economic “bounce” in our economy by targeting and engaging not just international foreign investors, but also national firms. These businesses are currently adapting to greater remote working, and downsizing their premises requirements (in both terms of space and costs). This possibly permanent shift to more remote working, will create a large population of firms in transit, between premises and potentially towns and cities. These will include high potential firms, that we should engage and build tailored packages of support for, based on the many elements of this recovery strategy. This will be a free of charge service to SMEs and offered commercially to large international investors to: “Attract, Develop, Deliver and Support firms to relocate into our economy. This £4m investment from the CPCA, will replace a much smaller, pre-Covid-19 service that operates only in Peterborough, and will operate a tiered model to attract regional relocations into The Fens, national relocations into Greater Peterborough and global relocations into Greater Cambridge. The Covid-19 adapted service is expected to generate over 1,200 new jobs during the rebound phase of recovery. This Inward Investment service will work together with the Department for International Trade, to develop and promote a strong brand for our two core cities that represent our unique proposition. It will set out how our individual industry clusters work together to create a whole that is significantly greater than the sum of its parts. This brand will also promote the area’s quality of life offer, the diversity of towns and cities, and the opportunities for communities and businesses to locate here.

3. Three New Life Science and Transport Tech-Accelerators

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

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

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

Post Covid-19 labour market conditions, created by a significant increase in displaced workers coupled with a contraction in job opportunities will produce fierce competition for new, re-growth jobs. However, large-scale re-employment could also be supported by encouraging entrepreneurialism and self-employment with both young adults as well as mature, displaced workers.

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

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

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

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

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

together to build evidence and understanding around the links between economic growth, skills, employment, and health outcomes, and to what extent these are fairly and inclusively distributed across our cities, towns and villages.

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

6. A New University for Peterborough

Phase 1

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

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

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

The CPCA, ARU and PCC will invest £30m to create a facility to deliver 3,000 graduates per annum and 14,000 jobs over a decade. Although the new University will help to address the higher level skills gap we have in the north of the County, it is

critical that pathways to HE exist for local residents to access these opportunities by develop their skills and qualification levels thus creating a pipeline of University students. Therefore, working with the Local Authority, T-Levels and Access courses for adults will be developed to ensure that the opportunities offered by the new University can be maximised to the benefit of local business and people.

Phase 2

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

Phase 3

The establishment of a University Living Lab - a high-quality interactive science museum for Peterborough. It will be a place to creatively engage people (especially young people) in science and technology, offering a window into Peterborough's net zero future. The Living Lab will be contained in a second teaching building of ARU Peterborough, as a 1,000m² ground floor fully publicly accessible with public teaching space and exhibition space for hackathons, festivals of ideas, debates, and forums. Upper floors of the building will provide teaching space for Peterborough's expanding student cohort, hosting up to 1,700 students studying STEM subjects each year.

7. Increasing Skills Capacity in the Construction Sector

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

The CPCA intends to respond to this through £2.5m of capital investments in an FE Construction Hub in Huntingdon, with further, similar investments targeted for Wisbech and Peterborough.

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

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

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

As well as supporting the “Class of 2020” into employment right now, we need to build for the future by much better connecting careers guidance in schools to the local labour market. Young people coming through school need to be provided with a clear line of sight to the range of options available to them, and employers need a better pipeline of homegrown talent ready to fill the jobs that our local economy will be generating. The improvements and enhancements to careers advice in schools in this strategy, are drawn from the Cambridge Ahead report¹. This research finds that there is significant disconnect between career guidance in schools and the workplace. If not addressed this disconnect will continue to undermine recovery. Addressing the disconnect needs to focus on the capacity of schools themselves, and the ways providers and employers can support schools to do more. More resources will be channelled into schools to better connect leavers with jobs through:

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

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

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

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

10. Leveraging the Adult Education Budget to Improve Digital Skills

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

Underspend from the first year of devolved Adult Education Budget are being matched with Local Growth Fund in a new £660,000 Innovation Fund that aims improve digital access, connectivity and devices for those that need it most, along with a call for innovative new ways of delivering the education and skills in a changing environment. This fund is to be used by the existing AEB Adult and Community Learning (local authority), colleges and independent training providers to finance the costs of digital transformation within FE delivery, through capital grants for IT equipment, as well as revenue funding for additional staff to adapt courses for remote delivery:

12. New Manufacturing & Agri-Tech Innovation Launch Pads

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

The centres will include:

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

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

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

- East of England Science & Innovation Audit through focusing on advanced manufacturing and identifying cross sector opportunities with developing sectors such as Agritech.
- Make UK AME Growth through focusing on accelerating productivity and innovation, and through providing businesses with the individual support they need as each business moves along its journey.

- Clean Growth Strategy in considering the opportunities and implications in growing in a sustainable and viable manner. Supporting businesses move from embracing green behaviours to smart technologies and ultimately develop low carbon products and services.

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

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

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

Local Authorities have put in place a range of support measures to support reopening. For example, the Huntingdonshire programme to support local retailers and encourage residents to support our market towns

15. Stimulating the Housing Market - £100k Homes

The Centre for Economics and Business Research think tank predicted in early June that 'house prices will fall by 13 per cent by the end of the year' due to the pandemic. It has revealed that the effect will vary across the country depending on how badly a region's workforce was hit. The think tank predicts that house prices in Yorkshire and the Humber and Northern Ireland will fall most. In these regions the main industries of manufacturing, construction, retail and hospitality have been hit the hardest - 'Although the government have offered up a vast package of support, this lack of demand will mean some businesses cease to operate,' explains the CEBR, many workers will lose their jobs and a lot more will face a cut in incomes.' 'Housing is the single biggest expenditure item for most households, which means that the shortfall in incomes has a tremendous potential to disrupt the UK's housing markets,' the

CEBR adds". The May 20 Nationwide housing data showed a month on month fall in house prices of 1.7%, further evidence of an ongoing market decline. To forecast the potential impact going forward, there is merit in looking at previous recessions and house price crashes, the most recent and significant being 2007. From Jun 2007 to Dec 2008, prices dropped 20% and recovered only after 6 years. New home sales declined from the beginning of the recession in December 2007 and failed to fully recover until 2012. This resulted in a significant loss of economic housing output and capacity.

As the market for private sale units shrank with higher risk and uncertainty about the volume of sales, anticipated sale prices and any profit that might be achieved, housebuilders downsized their operations to match. The effect was the loss of capacity and production. However, the CPCA's current £100k Homes programme could be expanded and harnessed to encouraging housebuilders to keep building at higher rates, at least temporarily for 1-2 years to build majority or wholly affordable housing schemes instead of market housing. This would allow developers the opportunity to complete (and still start) building market units and convert them to a shared ownership or affordable rental tenure. Such a scheme would maintain developers cashflows, contractors' workloads and provide continuity for the housing market whilst simultaneously increasing the overall long-term pool of affordable housing and maintaining overall economic activity from the housing sector, avoiding the worst excesses of a contraction of the housebuilding industry.

An even more powerful stimulus is being pursued by the CPCA to deliver potentially three new garden towns linked to the Mayors proposed Cambridge Autonomous Metro scheme. Each scheme could deliver approximately 6,000 new houses, including affordable houses & commercial space, all connected by the CAM. This would require around £20m over the next few years to harness the delivery expertise and leadership of the private sector and demonstrating public-sector commitment to attract private investment.

16. GCP Transport Programme

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

18. Support for City & Town Centre Firms to Rebound

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

Town Centres - an adaption of the existing Market Towns Fund provided by the CPCA through its devolved Gainshare Funding as a ringfenced fund will enable a co-

ordinated approach to the changes required post Covid-19 to management of people meeting and socialising, maintaining the retail, leisure, hospitality and environmental sectors in town centres. A commitment was made by the CPCA to work in partnership with district and town councils to produce masterplans for key towns.

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

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

23. Local Piloting of a New National Retraining Scheme

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

- **Engineering/ Advanced Manufacturing** - Working with Marshall Cambridge and their supply chain to create **50 Apprenticeships and 30 Adults** retraining in Engineering.
- **Health and Care** - Working with Cambridgeshire & Peterborough NHS Trusts to create **300 – 400 new entrant jobs** for those displaced to retrain into Health and Care sector.

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

28. CPCA Digital Infrastructure Programme “Keeping Everyone Connected”

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

- Disseminating information to businesses, communities and public agencies to ensure continued access to digital connectivity in early stages of Covid-19

crisis. Limiting the delays and disruption to digital infrastructure roll-out during lock-down by close liaison with telco's and highways and planning teams.

- £500k CPCA funding to be matched with residual ERDF funds to provide grants to SMEs to support greater take-up of technology in businesses adapting to new ways of working.
- Top up provision for the government's rural gigabit voucher scheme to help support businesses and communities in some of the most hard to reach areas of Cambridgeshire and Peterborough assessing gigabit capable digital connectivity – supporting remote working, education and training, access to healthcare and social inclusion.

LONG TERM INTERVENTIONS

L1. Major Innovation Projects in Greater Cambridge

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

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

L2. City Centres & Tourism Programme

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

L3. Market Towns Programme

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

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

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

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

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

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

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

FE Capacity Building Programme

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

Fliss & Parminder to complete based on current dialogue with FE principles and including

- 1.7 Cambridge - CRC project being developed
- 1.8 Peterborough –Green Skills Centre utilising £2m from the Towns Fund and a potential £4m from SPF
- 1.9 Peterborough – investment of £1m of SPF into T Level provision in the townscentre and connected into progression to university through ARU
- 1.10 Huntingdon – further development of construction sector skills facilities and partnering with an inward investing college to develop the iMET centre

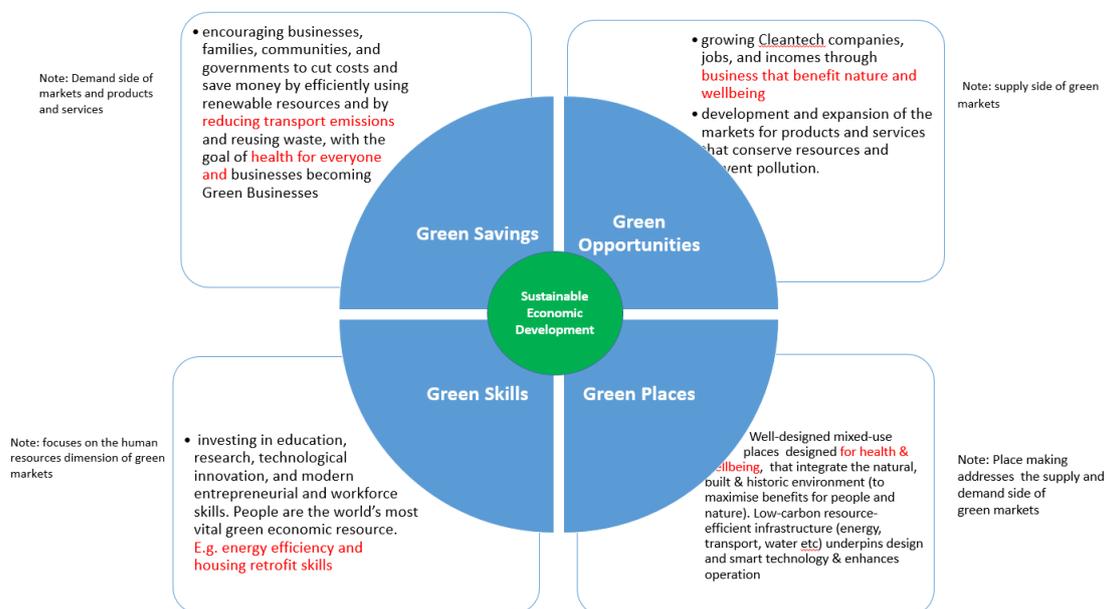
1.11 Wisbech - development of plans already agreed with College of West anglia for improvements to the town campus

L9. A Framework for Sustainable Economic Development

Sustainable recovery policies offer several advantages in spurring growth during economic downturn. In comparison to traditional fiscal stimulus, which maintains business-as-usual GHG emissions, green projects can create more jobs, deliver higher short-run fiscal multipliers and lead to higher long-run cost savings.

Similarly, construction projects, like insulation retrofits and building wind turbines, are less susceptible to offshoring than traditional stimulus measures. In the long term, as the operation and maintenance of more productive renewable technologies makes them less labour intensive, they generate higher long-run multipliers arising from energy cost savings; with obvious flow-on effects to the wider economy.

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



L10. Resource and Waste Circular Economy Business Models

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

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

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

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

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

L12. Advanced Digital Infrastructure Deployments to Support Accelerators and Incubators

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

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

L13. Business Expansions & Landings Programme

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

ambitions to expand significantly in our region and in particular into some of our levelling-up locations.