

# **Cambridgeshire and Peterborough Business Board Annual Report & Delivery Plan 2022**

## **INTRODUCTION**

As the Local Enterprise Partnership (LEP) for the Cambridgeshire and Peterborough region, the Business Board's role, working with the Combined Authority Board, is to drive sustainable economic growth, secure inward investment, boost skills and create jobs for the area. One of our greatest strengths is our ability to continually evolve and adapt to challenges presented, which has been more important than ever before in a post COVID-19 economy and now with the rising cost-of-living and inflation hitting hard.

We are cementing Cambridgeshire and Peterborough's position as one of the UK's leading areas for inclusive growth. We need our businesses to thrive and our local economies to prosper, so workers, learners and leaders can fulfil their potential and realise their goals. With this in mind, we are drawing upon the newly expanded strengths and diverse experience, capabilities, and perspectives of our Business Board to help realise our ambitious plans.

Our newly adopted Economic Growth Strategy is our plan to maximise the huge opportunities of a region which is known for its dynamic, innovative economy, and identifying and tackling the barriers to growth which are holding the region back. The Business Board is determined to help our area make the most of the growth opportunities from existing and emerging sectors, by identifying, understanding, and breaking down barriers to growth. Our newly adopted Economic Growth Strategy provides a framework within which we will deliver against this exciting challenge.

Our investment in Growth Works, our new Business Growth Service, is helping to accelerate growth rates across our economies, and contributing to the Combined Authority's ambition of doubling Gross Value Added in Cambridgeshire & Peterborough over 25 years, in a more sustainable, greener, digitally enabled, and inclusive way.

Our mission is to work with our partners to create an innovation economy that leads to greater opportunity for everyone in our region. The benefit of being within a Combined Authority is the ability to work across local Government, alongside businesses, public services, and Government, to continue to make this region an internationally competitive local economy. We're looking for candidates who can demonstrate sector expertise, commitment, and enthusiasm to achieve our mission

In July 2022, the Business Board approved the appointment of Alex Plant, Anglian Water's Strategy and Regulation Director, with a background in senior roles in local and central Government, as new Chair for the Business Board.

## **FOREWORD: ALEX PLANT, BUSINESS BOARD CHAIR**

I am delighted to have been appointed as Chair of the Business Board for the Cambridgeshire and Peterborough Combined Authority. As we face up to the very significant challenges of climate change, the cost-of-living crisis, and global instability, I firmly believe that the private, public and third sectors must work ever more closely together to make the most of the opportunities we have and to mitigate risks.

The unique features of our open and innovative economy mean that delivering sustainable economic growth here is not just of local significance, but of national and international importance too. I very much look forward to working with the Mayor, the Combined Authority Board, the Business Board, central Government colleagues and wider stakeholders to help make the most of the extraordinary talent we have in our area.

If we can do this well, I believe we can help to build a future where growth is sustainable and inclusive, the transition to net-zero is achieved, and we successfully adapt to the impacts of climate change.

## **KEY ACHIEVEMENTS: 2021-22**

2021-22 Highlights: Business Board boosting economic recovery and growth in Cambridgeshire & Peterborough

### ***Strong performance across the year for Growth Works***

Launched in 2021, the Growth Works service combines business support and funding, inward investment and workforce skills has had a target-beating year. It achieved:

- 1,188: Jobs created, including apprenticeships
- £3 million: In grants to SMEs, stimulating a further £7 million capital investment
- 257: People upskilled
- 151: Companies already in the inward investment pipeline

One example is when Growth Works' Inward Investment team supported CMR Surgical, the Cambridge-based global surgical robotics pioneers, in its decision to build its new international manufacturing facility in Ely. More than 100 skilled jobs are planned over the next three years.

### ***Local Growth Fund performance***

£155 million of investment into Cambridgeshire and Peterborough has come through the Local Growth Fund since 2015. Transport schemes, new skills facilities, business incubator space and business growth and innovation projects have all been supported.

Economic benefits now stand at:

- 6242 jobs and 816 apprenticeships created
- 1839 people upskilled through courses and training
- £323 million further investment leveraged

***Improving LGF investment per job:*** Before the Business Board oversaw the LGF funds, the average investment per job created was £71,000. In March 2022, it was £23,500 per job created and delivered across the portfolio now managed by the Business Board, with projections forecasting to achieve £3,640 per job created over the entire monitoring period to 2030. This is from findings from an independent evaluation of the earlier GCGP projects vs CPCA new projects conducted by Metro.

**Case Study 1 - Agri-tech advances:** £625,000 of LGF funding was given to build new facilities at NIAB's Eastern Agritech Innovation Hub in Soham. Pushing new boundaries in agri-tech, the facilities are supporting businesses pioneering new carbon zero innovations, including using waste to create pioneering products in everything from sustainable animal feed to natural adhesives.

**Case Study 2 - Future of mobility:** Early 2022 saw the launch of transport innovation accelerator GoAscendal Labs. A near £965,000 LGF investment helped GoAscendal create testing and lab space to help transport tech firms develop new products, with the aim of improving journeys and supporting cleaner, decarbonised transport. It aims to create 432 jobs over five years.

**Case Study 3 - Skills of tomorrow:** Works began on an advanced manufacturing training centre based at Metalcraft in Chatteris. Funded through £3.16 million in LGF grant funding, construction on the North Cambs Training Centre has progressed rapidly. It aims to cater to 80-130 apprentices per year, helping them secure good careers and give local employers the pipeline of talent they need to support growth.

**Case Study 4 - Unlocking growth:** Board Member Al Kingsley visited aerospace parts manufacturer Aerotron Composites' new Chatteris premises – its relocation supported with a £2 million Local Growth Fund grant. The move has led to a doubling of its workforce from 45 to more than 90 and a doubling of its output.

### ***Growth Works to deliver schemes funded by £3.4m Community Renewal Fund***

The Combined Authority was awarded Community Renewal Funding of £3.4 million for two projects. Growth Works will be delivering these schemes, aiming to maximise the beneficial impact they can have for the local economy. Both projects are focussing on Peterborough and Fenland, with Huntingdonshire included in the Start and Grow project as well – all the areas targeted are among those in our region which most need support to reduce inequalities and boost growth.

**Start and Grow:** Supporting entrepreneurs from a range of backgrounds to build their small businesses. The targets are to:

- Take 224 individuals and 293 early-stage and micro businesses through an intensive enterprise programme.
- Safeguard 32 existing jobs and create a further 103.

**Turning Point:** Giving unemployed people skills and tools to help them into work. The targets are to:

- Help 365 people into education and training
- Help 436 people engaged in job searching

### ***ARU Peterborough: Helping make Peterborough's new university a reality***

ARU Peterborough will address one of the country's most significant "cold spots" for Higher Education. With a curriculum co-created by employers it will give both students the skills they need for great careers and offer employers access to the talent they need to thrive in the modern economy.

**Funding support:** £28.3 million total Business Board funding has been made available to enable the development of ARU Peterborough.

### ***Key Milestones:***

- **October 2021:** Construction begins on the Innovation and Research Centre. With £14.6 million from the Getting Building Fund via the Business Board, it is to offer start up incubator space for ground-breaking research from high growth tech start-ups. A joint venture partnership with Peterborough's Photocentric, it is planned to open in Spring 2023.

- **January 2022:** Full business plan approved to deliver the third phase – a second teaching building for up to 1,700 more students, with a ‘Living Lab’ public science centre, creating a unique cultural attraction for the city. £2 million funding came from recycled LGF funds, bolstering a successful £20 million levelling up fund bid to Government in October 2021.
- **February 2022:** First teaching building ‘tops out’ marking the highest point of construction and on course to complete in July 2022 for opening in September 2022.

***Over the first ten years ARU Peterborough is forecast to:***

- Create 5,600 skilled jobs in Peterborough.
- Add £308m to the local economy
- Create 580 new businesses

***Greater South East Net Zero Hub***

The GSE Net Zero Hub has developed a pipeline of 57 local energy projects with an estimated value of £700million. 15 projects have been completed with £52million finance secured.

***Key deliverables in 2021/22:***

- 28 local energy projects supported (~£55million)
- £2.3m awarded to 52 Rural Community Energy Fund projects
- 70 Public Sector Decarbonisation Scheme projects supported, £105million funding secured
- COP26 campaign delivered across the region including events and case studies
- Green Home Grant LAD2 project set up for the delivery of energy efficiency measures, low carbon heat and renewable energy to fuel poor households
- Research, innovation, and pilot projects – Innovation Exchange competitions for innovators with net zero solutions for local authorities, net zero business development and planning tools, retrofit skills and supply chain development initiatives, community energy sector development and green finance.

***Enterprise Zones***

Business Board grant funding of up to £8,000 has been made available to promote Enterprise Zone sites and to support additional commercial activity as businesses continue to recover from the economic consequences of the Covid-19 pandemic. Business rates generated from these sites are retained and reinvested back into the local economy.

**LOOKING FORWARDS 2022-23**

***Economic Growth Strategy: A strategy for a more prosperous, fairer and resilient future***

The new Economic Growth Strategy for Cambridgeshire and Peterborough was agreed by the Combined Authority Board in summer 2022.

The strategy aims to sustain the world-class, innovative, and dynamic economy of Cambridgeshire and Peterborough. It will guide Business Board focus and investment. Its aims include:

- Creating a stronger economy following Covid-19, Brexit and global turbulence, supporting the aim to double the region’s economy.
- Putting public health and wellbeing and the environment and climate change at the core of that economic future.
- Reducing inequality between and within the sub-economies and increasing the productivity, skills and wages needed to do so.

Building on our progress in 2021/22, the Business Board is also driving new initiatives to meet the goals of our Economic Growth Strategy, as described below.

### ***Employment and Skills Strategy***

The new strategy - approved by the Combined Authority Board in January - builds on the work of the Combined Authority's previous Skills Strategy *Developing Talent: Connecting the Disconnect* was published in 2019 with an overarching imperative to deliver 'an inclusive, world-class local skills ecosystem that matches the needs of our employers, learners and communities'. The intervening years have seen significant changes in the national and global context. As we move through the Respond phase of the Local Economic Recovery Strategy (LERS) and further into recovery, it has been essential to review and update the skills strategy, to reflect the changing skills needs and challenges in the current and predicted future economic context.

There are four core themes that the Strategy identifies for employment and skills in Cambridgeshire and Peterborough:

- Pre-work learning and formal education
- Employer access to talent
- Life-wide and lifelong learning
- Support into and between work

For each of these themes, long-term outcomes have been identified; underpinned by a sub-set of core short-term priorities and objectives that will move forward the process of delivering the long-term outcomes. Five-year delivery plans will accompany the strategy.

It is recognised that to level-up the Combined Authority, a different approach is required, and significant work is being undertaken to work collaboratively with partners and stakeholders to work together as a system. A comprehensive Implementation Plan is currently in development to ensure all work and funding bids are aligned to the new strategy.

### ***Shared Prosperity Fund (SPF) / Levelling Up***

The Business Board is working with regional partners to maximise the potential for sustainable growth and prosperity from SPF and the Levelling Up agenda by developing a strategy for the funding which will make the biggest impact on our key Economic Growth Strategy goals.

The SPF Investment Plan contains 45 proposed projects to be funded across the three years which includes three People and Skills projects to be delivered area wide across the whole geography. The Plan has been submitted to DLUHC and we await the outcome. Once the plan has been approved by DLUHC, the process of evaluating projects, carrying out due diligence, and eventually contracting will begin. It is anticipated that delivery will start in the last quarter of 2022/23.

The Team has been working with Peterborough City Council on the Round 1 Levelling Up Fund project – Phase 3 of the ARU Peterborough university campus, which is for an additional teaching building incorporating a new public science centre to inspire future generations in the STEM careers of the future. Levelling Up Fund Round 2 has just closed for submissions with £2 million match funding secured through Recycled LGF awarded by the Business Board. This will support the building of a new Net Zero Training Centre in Wisbech, giving people skills for the transition to a net zero carbon economy.

### ***Greater South East Net Zero Hub***

The Net Zero Hub will continue to deliver support on net zero project development, public sector estate decarbonisation and delivery of domestic energy efficiency retrofit schemes and supply chain development. The Hub team will be expanding to reflect the increasing demand and broader scope of work.

**LEP Integration Plan**

As set out in the recent Levelling Up White Paper and subsequent Ministerial letter on 'Integrating LEP's into Local Democratic Institutions', the Business Board will develop an 'Integration Plan' for Cambridgeshire & Peterborough. This links to the recent Combined Authority Governance review, which sets-out, *inter alia*, how the Combined Authority will work in a closer and more integrated way with its constituent authorities. The Business Board Integration Plan will be submitted to BEIS by the 27 January 2023 deadline.

## FINANCIAL SECTION

### Combined Authority Corporate and Business & Skills Medium-Term Financial Plan 2022-23 to 2025-26 and whole Combined Authority Capital Programme.

Rows shaded in grey are partially, or fully, related to the work of the Business Board.

*N.B. While the Mayor is a member of the Business Board, there is no remuneration linked to this responsibility and thus his allowance is not considered related for this purpose.*

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	<b>Combined Authority Staffing Costs (inc NI &amp; Pen 'er)</b>				
309	Chief Executive	331	338	345	343
	<b>Housing Directorate</b>				
569	Housing	501	516	533	535
	<b>Business and Skills Directorate</b>				
1,082	Business and Skills	1,204	1,245	1,286	1,292
-	- Growth Hub	-	90	188	187
-	- Energy	905	485	495	492
242	AEB	249	258	267	269
	<b>Delivery &amp; Strategy Directorate</b>				
1,639	Delivery & Strategy	908	939	969	971
-	- Transport	582	598	617	614
-	- Passenger Transport	430	447	463	465
	<b>Corporate Services Directorate</b>				
832	Legal and Governance	1,016	1,059	1,101	1,114
665	Finance	736	715	747	749
180	HR	253	182	187	186
354	Communications	414	376	387	386
<b>5,872</b>	<b>Total Combined Authority Staffing Costs</b>	<b>7,528</b>	<b>7,248</b>	<b>7,583</b>	<b>7,603</b>
	<b>Other Employee Costs</b>				
80	Travel and professional memberships	80	80	80	80
90	Training	88	61	52	52
157	Change Management Reserve	162	158	160	160
<b>327</b>	<b>Total Other Employee Costs</b>	<b>330</b>	<b>299</b>	<b>292</b>	<b>292</b>
	<b>Support Services</b>				
65	External Legal Counsel	70	70	70	70
74	Finance Service	65	66	67	68
95	Democratic Services	95	95	95	95
4	Payroll	10	10	10	10
18	HR	12	12	12	12
8	Procurement	8	8	8	8
-	- Finance System	-	-	-	-
48	ICT external support	221	221	221	221
<b>312</b>	<b>Total Externally Commissioned Support Services</b>	<b>481</b>	<b>482</b>	<b>483</b>	<b>484</b>
	<b>Corporate Overheads</b>				
300	Accommodation Costs	300	300	300	300
102	Software Licences, Mobile Phones cost	113	113	113	113
42	Communications	35	35	35	35
15	Website Development	10	10	10	10
88	Recruitment Costs	100	100	100	100
35	Insurance	39	39	39	39
132	Audit Costs	140	140	140	140
31	Office running costs	31	31	31	31
36	Corporate Subscriptions	56	56	56	56
<b>780</b>	<b>Total Corporate Overheads</b>	<b>825</b>	<b>825</b>	<b>825</b>	<b>825</b>

	<b>Governance Costs</b>				
144	Committee/Business Board Allowances	144	144	144	144
<b>144</b>	<b>Total Governance Costs</b>	<b>144</b>	<b>144</b>	<b>144</b>	<b>144</b>
	<b>Election Costs</b>				
<b>1,040</b>	<b>Total Election Costs</b>	-	-	-	<b>1,040</b>
	<b>Response Funds</b>				
145	Corporate Response Fund	145	145	145	
-	Programme Response Fund				
	<i>Approved</i>	-	-	-	-
	<i>Subject to Approval</i>	1,250	1,350	1,350	
<b>145</b>	<b>Total Response Funds</b>	<b>1,395</b>	<b>1,495</b>	<b>1,495</b>	-
	<b>Financing Costs</b>				
- 231	Interest Receivable on Investments	- 68	- 15	- 15	- 15
-	Interest on Borrowing	500	500	500	500
<b>- 231</b>	<b>Net Financing Costs</b>	<b>432</b>	<b>485</b>	<b>485</b>	<b>485</b>
<b>8,389</b>	<b>Total Operational Budget</b>	<b>11,135</b>	<b>10,978</b>	<b>11,307</b>	<b>10,873</b>
	<b>Workstream Budget</b>				
52	Contribution to A14 Upgrade (DfT)	61	72	72	72
<b>52</b>	<b>Total Feasibility Budget</b>	<b>61</b>	<b>72</b>	<b>72</b>	<b>72</b>
	<b>Staffing Recharges</b>				
- 1,799	Internally Recharged Grant Funded Staff	- 2,749	- 2,181	- 2,363	- 2,350
- 709	Externally Recharged Staff	- 484	- 374	-	-
<b>- 2,509</b>	<b>Total Recharges to Grant Funded Projects</b>	<b>- 3,233</b>	<b>- 2,555</b>	<b>- 2,363</b>	<b>- 2,350</b>
<b>5,933</b>	<b>Total Corporate Services Approved Budgets</b>	<b>6,713</b>	<b>7,145</b>	<b>7,666</b>	<b>8,595</b>
-	<b>Total Corporate Services Subject to Approval Budgets</b>	<b>1,250</b>	<b>1,350</b>	<b>1,350</b>	-
<b>5,933</b>	<b>Total Corporate Services Budgets</b>	<b>7,963</b>	<b>8,495</b>	<b>9,016</b>	<b>8,595</b>



2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
11,368	<b>AEB Devolution Programme</b>	10,449	10,449	10,449	10,449
237	ARB High Value Courses	-	-	-	-
500	AEB Innovation Fund - Revenue	500	500	500	500
809	AEB Level 3 Courses	-	-	-	-
40	AEB National Retraining Scheme	-	-	-	-
442	AEB Programme Costs	367	367	367	367
250	AEB Provider Capacity Building				
234	AEB Sector Based Work Academies	-	-	-	-
250	<b>AEB Strategic Partnership Development</b>				
15	Business Board Annual Report	-	-	-	-
35	Business Board Effectiveness Review	-	-	-	-
222	Careers and Enterprise Company (CEC)	50	25	-	-
1,826	<b>Digital Skills Bootcamp</b>	-	-	-	-
150	Economic Rapid Response	-	-	-	-
50	Enterprise Zone Investment	-	-	-	-
3,445	Growth Co Services	3,418	916	-	-
-	Growth Hub	-	123	246	246
890	<b>GSE Energy Hub</b>	1,579	-	-	-
195	<b>GSE COP 26</b>	-	-	-	-
896	<b>GSE Green Homes Grant Sourcing Activity</b>	-	-	-	-
69	<b>GSE Green Homes Grant Sourcing Strategy</b>	-	-	-	-
1,372	<b>GSE Public Sector Decarbonisation</b>	-	-	-	-
735	<b>GSE Rural Community Energy Fund (RCEF)</b>	1,836	-	-	-
3,031	<b>Health and Care Sector Work Academy</b>	-	-	-	-
46	HPC study and roadmap	-	-	-	-
83	Insight & Evaluation Programme	75	75	75	75
523	Local Growth Fund Costs	530	-	-	-
121	<b>Market Towns &amp; Cities Strategies</b>	-	-	-	-
98	Marketing and Promotion of Services	90	90	90	90
40	<b>Mid-Life MOT</b>	-	-	-	-
100	<b>Peterborough University Quarter Masterplan</b>	-	-	-	-
100	Shared Prosperity Fund Evidence Base & Pilot Fund	-	-	-	-
112	Skills Advisory Panel (SAP) (DfE)	-	-	-	-
115	Skills Rapid Response	-	-	-	-
224	<b>St Neots Masterplan</b>	-	-	-	-
33	Trade and Investment Programme	-	-	-	-
8	Visitor Economy and R&R Grants	-	-	-	-
<b>28,661</b>	<b>Total Business &amp; Skills Approved Budgets</b>	<b>18,893</b>	<b>12,544</b>	<b>11,727</b>	<b>11,727</b>
-	<b>Total Business &amp; Skills Subject to Approval</b>	-	-	-	-
<b>28,661</b>	<b>Total Business &amp; Skills Revenue Expenditure</b>	<b>18,893</b>	<b>12,544</b>	<b>11,727</b>	<b>11,727</b>

## Capital Programme

	2022-23	2023-24	2024-25	2025-26	Total approved to spend	2022-23	2023-24	2024-25	2025-26	Total project
<b>Business and Skills</b>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Barn4 specialist growing facilities	400	-	-	-	400	-	-	-	-	400
Cambridge Biomedical MO Building	185	-	-	-	185	-	-	-	-	185
Cambridge City Centre	481	-	-	-	481	-	-	-	-	481
Expansion of Growth Co Inward Investment	400	-	-	-	400	-	-	-	-	400
FE Cold Spots (capital)	-	-	-	-	-	-	2,400	2,175	-	4,575
Fenland Hi-tech Futures	400	-	-	-	400	-	-	-	-	400
Growth Works Additional Equity Fund	-	-	-	-	-	950	2,850	2,850	2,850	9,500
GSE Green Home Grant Capital Programme Ph 2	49,984	-	-	-	49,984	-	-	-	-	49,984
GSE Green Home Grant Capital - LAD 3	73,675	-	-	-	73,675	-	-	-	-	73,675
GSE Green Home Grant Capital - HUG 1	29,610	-	-	-	29,610	-	-	-	-	29,610
Illumina Accelerator	1,700	-	-	-	1,700	-	-	-	-	1,700
Market Towns: Chatteris	596	-	-	-	596	-	-	-	-	596
Market Towns: Ely	735	-	-	-	735	-	-	-	-	735
Market Towns: Huntingdon	391	-	-	-	391	422	-	-	-	813
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	2,068	-	-	-	2,068	-	-	-	-	2,068
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	894	-	-	-	894	-	-	-	-	894
Market Towns: St Ives	433	-	-	-	433	380	-	-	-	813
Market Towns: St Neots	1,141	1,959	-	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	914	-	-	-	914	-	-	-	-	914
Market Towns: Wisbech	746	-	-	-	746	-	-	-	-	746
Market Towns and Villages	-	-	-	-	-	1,250	1,250	-	-	2,500
South Fen Business Park	946	-	-	-	946	-	-	-	-	946
St Neots Masterplan	215	-	-	-	215	-	-	-	-	215
Start Codon (Equity)	1,475	-	-	-	1,475	-	-	-	-	1,475
The Growth Service Company	5,135	3,000	-	-	8,135	-	-	-	-	8,135
Univeristy of Peterborough Phase 3	-	-	-	-	-	-	-	-	-	-
<b>Total Business and Skills</b>	<b>173,122</b>	<b>4,959</b>	<b>-</b>	<b>-</b>	<b>178,482</b>	<b>4,002</b>	<b>6,500</b>	<b>5,025</b>	<b>2,850</b>	<b>196,859</b>

<b>Delivery and Strategy</b>	2022-23	2023-24	2024-25	2025-26	<b>Total approved to spend</b>	-				<b>Total project</b>
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
A10 Dualling	3,993	-	-	-	3,993	-	-	-	-	3,993
A1260 Nene Parkway Junction 15	8,011	-	-	-	8,011	-	-	-	-	8,011
A1260 Nene Parkway Junction 32/3	27	-	-	-	27	6,530	-	-	-	6,557
A141 & St Ives	1,900	5,552	848	-	8,300	-	-	-	-	8,300
A141 capacity enhancements	-	-	-	-	-	-	-	-	-	-
A16 Norwood Dualling	227	-	-	-	227	12,420	-	-	-	12,647
A505 Corridor	134	-	-	-	134	-	-	-	-	134
Active Travel Funding (Cap)	-	-	-	-	-	830	1,500	1,779	850	4,959
CAM Delivery to OBC	150	-	-	-	150	-	-	-	-	150
Care Homes Reterofit Programme	500	1,500	-	-	2,000	-	-	-	-	2,000
City of Cambridge Culture - Capital	-	-	-	-	-	183	153	30	-	366
Coldhams Lane roundabout improvements	234	-	-	-	234	2,200	-	-	-	2,434
Digital Connectivity Infrastructure Programme	2,118	1,500	1,500	-	5,118	-	-	-	-	5,118
Ely Area Capacity Enhancements	124	-	-	-	124	-	-	-	-	124
Fengate Access Study - Eastern Industries Access - Phase 1	109	-	-	-	109	5,380	-	-	-	5,489
Fengate Access Study - Eastern Industries Access - Phase 2	1,342	448	-	-	1,790	-	-	-	-	1,790
Fletton Quays Footbridge	465	942	2,021	-	3,428	-	-	-	-	3,428
Greater Cambridge Chalk Stream - Capital	-	-	-	-	-	100	100	100	-	300
Hunts Biodiversity for all - Capital	400	400	400	-	1,200	-	-	-	-	1,200
King's Dyke	1,109	-	-	-	1,109	2,100	-	-	-	3,209
Local Highways Maintenance & Pothole (with PCC and CCC)	27,695	27,695	27,695	27,695	110,780	-	-	-	-	110,780
Logan's Meadow Nature Reserve	250	30	-	-	280	-	-	-	-	280
Meanwhile, North East Cambridge - Capital	-	-	-	-	-	-	1,000	-	-	1,000
March Junction Improvements	2,493	-	-	-	2,493	1,228	-	-	-	3,721
Nature and Environment Investment Fund	-	250	750	-	1,000	-	-	-	-	1,000
Net Zero Villages Fund	750	250	-	-	1,000	-	-	-	-	1,000
Peterborough Green Wheel	250	500	-	-	750	-	-	-	-	750
Regeneration of Fenland Railway Stations	-	-	-	-	-	674	-	-	-	674
Soham Station	2,268	-	-	-	2,268	-	-	-	-	2,268
Snailwell Loop	-	-	-	-	-	500	-	-	-	500
St Ives (SOBC, OBC & FBC)	-	-	-	-	-	-	-	-	-	-
Transport Modelling	740	-	-	-	740	1,136	585	215	215	2,891
Waterbeach solar PV vehicles - capital	-	-	-	-	-	2,000	700	-	-	2,700
Wisbech Access Strategy	1,573	-	-	-	1,573	-	-	-	-	1,573
Wisbech Rail	241	-	-	-	241	5,688	5,000	-	-	10,928
ZEBRA capital funding	6,258	-	-	-	6,258	-	-	-	-	6,258
<b>Total Delivery and Strategy</b>	<b>57,103</b>	<b>39,067</b>	<b>33,214</b>	<b>27,695</b>	<b>163,337</b>	<b>40,969</b>	<b>9,038</b>	<b>2,124</b>	<b>1,065</b>	<b>216,533</b>

	2022-23	2023-24	2024-25	2025-26	Total approved to spend	2022-23	2023-24	2024-25	2025-26	Total project
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Housing</b>										
Affordable Housing Grant Programme	21,934	-	-	-	21,934	-	-	-	-	21,934
Housing Investment Fund - contracted payments	6,456	-	-	-	6,456	-	-	-	-	6,456
<b>Total Housing</b>	<b>28,389</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,389</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,389</b>
							-			
<b>Corporate Services</b>										
ICT Capital costs	42	42	42	42	167	-	-	-	-	167
Office Fit-Out costs	200	-	-	-	200	-	-	-	-	200
<b>Total Corporate Services</b>	<b>242</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>367</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>367</b>
<b>Total Capital Programme</b>	<b>265,114</b>	<b>44,068</b>	<b>33,256</b>	<b>27,737</b>	<b>370,574</b>	<b>44,971</b>	<b>15,538</b>	<b>7,149</b>	<b>3,915</b>	<b>442,147</b>