



Combined Authority Board

16 October 2024

Title:	Shared Ambition for Cambridgeshire & Peterborough
Report of:	Kate McFarlane, Director of Policy & Engagement
Lead Member:	Cllr Sarah Conboy, Lead Member for Devolution & Place
Public Report:	Yes
Key Decision:	Yes
Voting Arrangements:	Simple majority of voting Members, subject to that majority including the vote of the Mayor, or the Deputy mayor acting in place of the Mayor

Recommendations:

A	To note the significant engagement and work with partners and stakeholders across the region to develop the Shared Ambition for Cambridgeshire & Peterborough.
B	To approve the Shared Ambition for Cambridgeshire & Peterborough.
C	To approve the approach to the implementation and monitoring of delivery of the Shared Ambition.

Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving Best Value and High Performance

The development of a shared sense of direction is a key action within our 2023-25 Corporate Strategy. It is also a key priority of the Independent Improvement Board (IIB), with the Combined Authority facilitating the development of the Shared Ambition on behalf of the region.

1. Purpose

1.1	This paper introduces a new Shared Ambition for Cambridgeshire and Peterborough which is the culmination of many months of engagement with constituent Councils, residents, stakeholders and elected representatives. It provides an overview of the Shared Ambition, how it has been developed, how it will be implemented and progress monitored. The Shared Ambition is designed as a strategic framework to 2050, with the delivery of agreed outcomes being taken forward through a range of new or refreshed strategies and plans. Members are being asked to approve the Shared Ambition which can be found at Appendix A along with the approach to implementation and monitoring of delivery of the Shared Ambition.
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2. Context

2.1	<p>The region is already one of the best places to live in the country, but we want to ensure this is true for future generations too. The Shared Ambition seeks to unite stakeholders behind a long-term shared sense of direction, that celebrates the strengths and unique features of the region, from the world-renowned city of Cambridge to the beauty of our historical market towns and technological innovations developed on our doorstep.</p>
2.2	<p>Whilst there is much to celebrate, it is important to recognise our region is also one of differences, where inequality and long-term challenges must be addressed and can only be done so by working together, across boundaries and sectors. The Shared Ambition seeks to strike a balance between harnessing and building on our strengths, whilst highlighting the need to tackle challenges faced by some or all parts of the diverse region, with the need to look ahead and be aspirational whilst ensuring prosperity and opportunity are distributed better across the area for the benefit of all.</p>
2.3	<p>Our Shared Ambition is a call to arms, something we can unite behind, that is collectively owned and inspiring. It is framed by a single statement that articulates our values and collectively what we want to achieve:</p> <p><i>“By igniting innovation, embracing our diversity, and championing collaboration, Cambridgeshire and Peterborough will be globally recognised for our groundbreaking achievements, inspired by our rich history, determined communities and unique natural assets. Harnessing the collective strengths of our fast-growing cities, historic market towns and productive Fen landscapes, we will advance our equitable, pioneering, connected and resilient region”.</i></p>
2.4	<p>The Shared Ambition defines the future region we aspire to build, but that collective aspiration will only be made possible through strong collective action, aligned with our outcomes and commitments. It is to be used as a strategic framework to guide everyone who has a stake in Cambridgeshire & Peterborough in how we can achieve our shared aspirations through:</p> <ul style="list-style-type: none">• Three over-arching values: the guiding values of Igniting Innovation, Embracing Diversity and Championing Collaboration will shape how we act and frame discussions that will help us deliver the Shared Ambition.• Four Outcomes describe what we want to achieve for our region in the future by 2050 with an agreed focus on advancing an Equitable, Pioneering, Connected and Resilient region.• Fourteen Commitments – highlighting how we will draw on our strengths, overcome the challenges, and succeed in working towards our four outcomes over time. <p>Section 5 details the Shared Ambition more fully.</p>
2.5	<p>The Shared Ambition is not intended to be an investment prospectus; rather a strategic framework that will inform and shape future strategies, plans, investment decisions and devolution opportunities. The document which can be found at Appendix A, is primarily aimed at local and national elected representatives, public sector bodies, community, businesses and place leaders. A summary of the Shared Ambition can be found at Appendix B. A separate more accessible document will also be produced.</p>
2.6	<p>The Shared Ambition has been informed by a review of existing strategies and plans, published data, insight from the draft State of the Region Review 2024, inspiration from other places, future thinking and recognises what has already been achieved. Its development has been under-pinned by a broad range of extensive engagement activities and has deliberately been co-created. Views have been sought from residents, businesses, partners and public sector bodies to shape the type of place we all want the region to be in the future. A summary of the co-creation journey can be found in section 3 and a summary of what we have heard in section 4.</p>
2.7	<p>Since work started on the Shared Ambition, a new Government has been elected and is driving forward the development of Local Growth Plans. The development of a new Local Growth Plan for Cambridgeshire & Peterborough is one mechanism through which the Shared Ambition outcomes and commitments will be delivered. A summary of the next steps and how the implementation of the Shared Ambition can be monitored is captured in section 6.</p>

2.8	Following Board approval of funding in July 2023, the Combined Authority established a stakeholder working group. The working group (who have been meeting monthly) co-developed the scope and engagement plan for the project along with the procurement specification. Following an open and competitive tendering process, external consultancy Prior+Partners were appointed in December 2023 to support the work.
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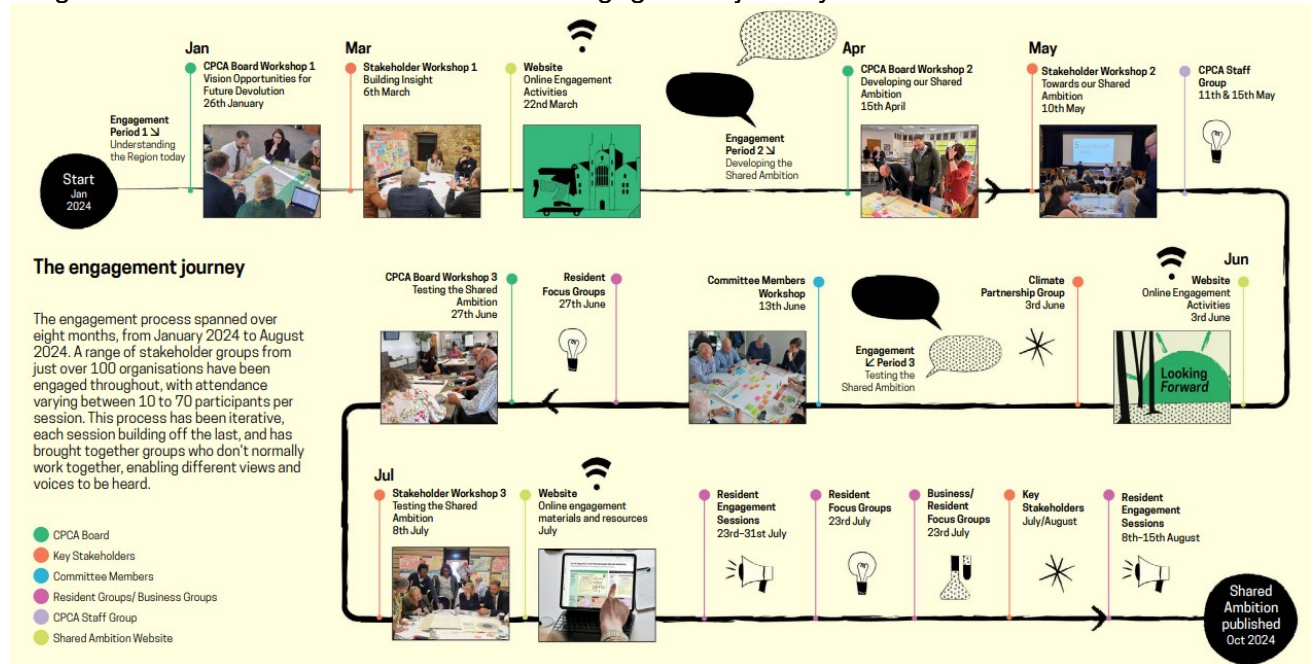
3. Working Together to develop the Shared Ambition

3.1.	The Combined Authority has facilitated the development of the Shared Ambition. We have brought together the views of residents, stakeholders and elected representatives to develop a clear understanding of the current perceptions, strengths and challenges we face as an area to determine what is important about the future. The Shared Ambition positions the type of place we want the region to be. A broad approach, utilising a range of tools and techniques has been used to co-create the Shared Ambition.
3.2.	<p>Board Members & CEXs</p> <p>Three half day sessions for Combined Authority Board Members and Chief Executives were held in January, April & June 2024. The sessions were scheduled before wider stakeholder sessions to ensure Board Members and CEXs were steering the process, content and focus of Shared Ambition. Board Members unable to attend the Board workshops were offered individual conversations.</p> <p>Feedback collated after each Board & CEX workshop included:</p> <ul style="list-style-type: none"> • “Great to see so much POSITIVE energy and ambition in the room” • “Really well facilitated and engaging sessions, good progression from earlier workshops. Genuine energy, collaboration and joint work in the room” • “Relationships are hugely strengthened by this work”
3.3.	<p>Stakeholder Workshops</p> <p>Three half day stakeholder workshops with over 169 attendees from 107 organisations were held in March, May and July 2024. These along with the Board and CEXs workshops focussed on:</p> <ul style="list-style-type: none"> • Our region's strengths, weaknesses, opportunities and threats - By theme of People & Place, Economy, Environment, Connectivity and Infrastructure • What makes us stand out? – Identifying place-based characteristics, assets, values and investment priorities • What unites us? - Using a 10-point framework to identify place characteristics, assets, values and investment priorities that are common to stakeholders across the region that unite us • Our personal ambition for the future– Participants being invited to complete a Shared Ambition postcard which provides a short description of their number one ambition for the future of the region • Developing a Shared Ambition Statement - Using a word bank of the words most frequently used to describe the region • Thinking about our region in 2050 – Taking inspiration from other cities and countries by theme of People & Place, Economy, Environment, Connectivity and Infrastructure • Testing the draft Shared Ambition framework and how together we can take forward our commitments <p>The stakeholder workshop materials are available at Have Your Say Today - Shared Ambition - Commonplace. All outputs from the workshops can be accessed via online Miro Boards which can also be accessed via this website.</p> <p>Feedback collated after the Stakeholder workshops included:</p> <ul style="list-style-type: none"> • “Great suggestions and challenge coming through” • “Excellent session.... mainly because we were all aligned” • “Great cross sector representation” • “Superb networking opportunity and opportunity to share different opinions and perspectives”

3.4.	<p>Elected Members</p> <p>All Members of Combined Authority Committees were invited to attend one of two sessions. The first was an in-person, two-hour workshop on the 13th June which provided an opportunity to shape the Shared Ambition by reviewing, adding or challenging what had been presented and discussed in stakeholder workshops including the draft Shared Ambition framework. A second online Member session was held on the 6th August. This provided an opportunity for members who had been less engaged to receive an overview of the process and work to date and to comment on an early draft Shared Ambition document and next steps.</p>
3.5.	<p>Cambridgeshire & Peterborough Association of Local Councils were engaged to encourage Town & Parish Councils to respond through the online engagement platform and feedback form. Furthermore, Overview & Scrutiny Committee considered the draft Shared Ambition Framework and the engagement process undertaken it's meeting on the 11th July.</p>
3.6.	<p>Resident & Online Engagement</p> <p>We recognised that our resident engagement was not starting from scratch with resident insight and views having been drawn from work such as the Cambridgeshire County Council Quality of Life Survey 2023 and Huntingdonshire Futures.</p>
3.7.	<p>During June and July five resident focus groups were held, with 60 residents, from a wide variety of backgrounds recruited. A face-to-face approach was utilised to get the maximum engagement with some complex policy issues to ensure we were able to capture candid insights and highly nuanced feedback.</p> <p>The first two sessions focussed on drawing out the region's current strengths, weaknesses, opportunities, and threats with a discussion from different perspectives to uncover less obvious insights, before collectively identifying which are the most important. The session concluded with identifying hopes and fears about the future and identifying the number one ambition for the future.</p> <p>The remaining sessions focussed on testing the emerging Shared Ambition framework to see how far it aligned with residents and communities lived experience.</p>
3.8.	<p>During July and August 2024, 175 conversations were held with residents across 12 locations: Yaxley, central Cambridge, Arbury, Huntingdon, Ramsey, Wisbech, Chatteris, March, Littleport, St Neots, Cambourne and Peterborough. Residents had the opportunity to use the emerging Shared Ambition framework to tease out the regions strengths and weaknesses and identify what was most important to them.</p>
3.9.	<p>Throughout the entire engagement process, thoughts, ideas and feedback have been gathered online at Have Your Say Today - Shared Ambition - Commonplace. Social media has been used to promote online opportunities for stakeholders and residents to find out what is happening and share their views through a number of different activities. Between March 24 and end of August 24 there were over 3430 visits to the Shared Ambition web page, 54 residents completed the online questionnaire, with over 75 contributions to other online activities.</p>
3.10.	<p>Due to the pre-election period in the run up to the General Election in July resident engagement plans had to be modified part way through the project. However, the output from the above resident engagement will not only be used to inform the Shared Ambition, but also to enhance our understanding of what is most important to residents across the area and to inform the refresh of our Corporate Strategy for 2025/26. The approach used and learnings from it have also been used to inform our approach to the current Bus Franchising consultation and our future engagement strategy.</p>
3.11.	<p>Business Engagement</p> <p>A small number of Businesses, Business Intermediaries and Businesses Board Members were invited to the Stakeholder workshops, additionally the Federation of Small Business (FSB) assisted in convening a business specific focus group and the Shared Ambition was discussed at the Business Board on 12th August.</p>
3.12.	<p>Wider Engagement</p> <p>Officers across the Combined Authority have had the opportunity to support the development of the Shared Ambition through specific in-person and online workshops over the last six months. Officers at South Cambridgeshire District Council and Peterborough City Council also received a briefing on the</p>

Shared Ambition in July 24 and August 24 respectively and had the opportunity to share their perspective and insight.

3.13. Diagram 1 below summarises the iterative engagement journey.



3.14. A significant emphasis has been placed on engagement given the delivery of the Shared Ambition has been a key priority of the Independent Improvement Board (IIB). Correspondence from the Ministry for Housing, Communities & Local Government (MHCLG) on the 9th September 2024 confirming the expiry of the Best Value Notice noted how the IIB is “encouraged by the increasing engagement of the constituent authorities and partners” and how “refining the strategic ambitions for the region ... remains an important area of work to enable the area to achieve its full potential for the benefit of residents.”

3.15. All Stakeholders who have been involved in developing the Shared Ambition have had the opportunity to include their name within the document. At the time of writing just over 30 organisations have agreed to do this. Our expectation is that this number will continue to increase, with additional names being included in the final version of the Shared Ambition being published.

4. What we have Heard

4.1 Place

It is recognised that the region performs highly and benefits from a strategic location, world renowned education and research, and unique agricultural landscapes. The innovative businesses located within the region contribute to strong economic growth. However, the uneven spread of the economic benefits has not overcome persistent inequalities in health, wealth and access to opportunity. Increased inward investment and cross pollination between sectors would help to satisfy stakeholders who are concerned about the economic and social disparities within the region and want to preserve the unique character of the region’s small towns and villages.

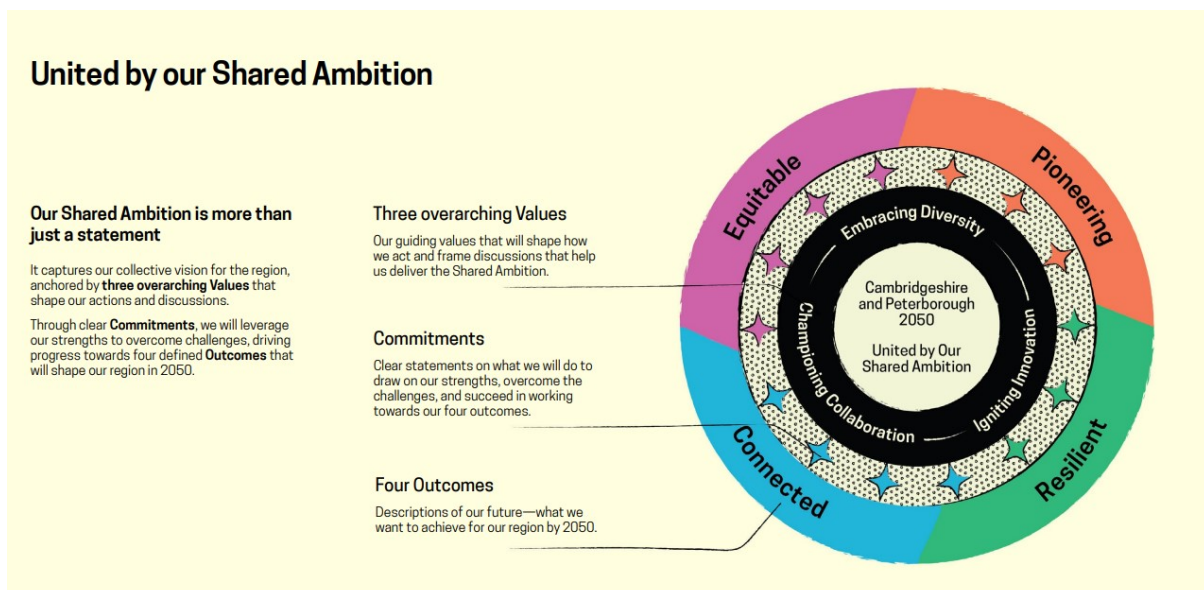
4.2 Economy

The economic performance of the region is driven significantly by the high-tech and research sectors, particularly in Cambridge. This has created a vibrant local economy of high employment in well-paid jobs in highly skilled industries such as life sciences, advanced manufacturing and digital. The lack of middle-income jobs creates a polarized job market. Stakeholders expressed support for increased vocational training and apprenticeship programmes. Overcoming barriers to good growth such as transport links, training opportunities and affordable housing are viewed to be important factors that

	would encourage greater links across business ecosystems and support SMEs in creating a more balanced and resilient economy.
4.3	<p>Environment</p> <p>Unique landscapes in the region include the productive agricultural fields in Fenland which contribute to food security. Climate change and water scarcity threaten these landscapes. Stakeholders are supportive of ongoing efforts to protect and enhance the natural environment. They viewed sustainability as an integral part of the region's identity and future prosperity. The region is home to a growing number of research institutions and businesses dedicated to green technology that will help to accelerate the green revolution. There is a perception that a comprehensive environmental strategy, that addresses the environmental impacts of growth and promotes the long-term sustainability of the region's economy and communities, is needed.</p>
4.4	<p>Movement</p> <p>The region is recognised as being in a strategic location and benefits from major road arteries such as the A1, A14 and M11 but transport and connectivity are critical issues for the region, particularly in rural areas. Insufficient connectivity within the region and congestion holds back growth and prosperity. Stakeholders want to see improved public transport options. Improved connectivity needs to meet the needs of a growing population and support economic development outside of the main economic centres as this would improve the distribution of opportunity, prosperity within the region and contribution to UK plc.</p>
4.5	<p>Infrastructure</p> <p>There is a well-established network of roads, railways and utilities that support the region's economic activities, however the rapid pace of development has put significant pressure on this infrastructure. There is concern among stakeholders that the inequalities of health may be exacerbated if there isn't more investment in social infrastructure, as more strain is placed on public services that are already perceived to be declining in quality. Climate change, especially water scarcity, underlines the need for further infrastructure investment to enable sustainable growth.</p>

5. Key elements of the Shared Ambition

5.1 The Shared Ambition is structured as a framework with one Shared Ambition Statement, three Overarching Values, four Outcomes and fourteen Commitments, as summarised in the diagram below.



5.2 Working towards our Shared Ambition will be a journey, it will be shaped by many different voices and perspectives that will help us draw consensus and direction over time. To help us all find common purpose and perspective, we have established three overarching values. These three common values of **Championing Collaboration**, **Igniting Innovation** and **Embracing Diversity**, will shape how we

act and our commitment to work together - helping us deliver the Shared Ambition in a manner that unites us.

5.3 Our Shared Ambition is presented across four Outcomes, each with clear Commitments. The four Outcomes are descriptions of our future and what we want to achieve for our region by 2050. Our Commitments are clear statements on what we will do to draw on our strengths, overcome the challenges, and succeed in working towards our four outcomes. These represent Cambridgeshire and Peterborough’s top priorities in the short, medium and long-term as we journey towards 2050, and are highlighted below:



The full Shared Ambition Framework Outcomes and Commitments can be found at Appendix A.

6. Implementation & Monitoring Progress

6.1 Effective partnership working, which was crucial in developing this Shared Ambition, must be at the heart of how we move forward to deliver our agreed outcomes. Fundamentally, how we deliver must always reflect the three overarching Values, Embracing Diversity, Championing Collaboration and Igniting Innovation.

6.2 Stakeholders have consistently stated the importance of focusing on implementation, highlighting the need for clear governance, strong leadership and effective collaboration so that our Shared Ambition doesn’t remain aspirational. The Shared Ambition will therefore be delivered through new strategies, plans and policies and through the refresh of existing documents which, as they are reviewed and updated, will be aligned with our Shared Ambition outcomes and commitments. This includes the refresh of the Combined Authority’s Corporate Strategy, development of a new Local Growth Plan,

	refresh of the Climate Action Plan and the new Health, Work and Skills Plan. We will encourage all partners to consider the Shared Ambition priorities as they set new plans.
6.3	The Combined Authority will further encourage and enable this values-driven approach by convening annually a conference or summit to focus on the future of the region, with the first scheduled for late Autumn 2025. This conference will provide an opportunity not only to champion delivery against the outcomes and commitments and celebrate our strengths, spotlighting the work of a wide range of organisations, but also to bring partners from across sectors to come together to reflect on changes throughout the year to ensure the common focus remains relevant.
6.4	In line with the Single Assurance Framework (SAF) as business cases for new programmes and projects are developed, we will be looking for alignment with and the contribution towards the delivery of the Shared Ambition outcomes.
6.5	Collective progress against the outcomes and commitments will be reported on a regular basis through the Combined Authority's performance reporting arrangements. An outcomes framework will be co-developed with stakeholders to track our progress on achieving our Shared Ambition outcomes and commitments. The framework will include high level measures that change slowly, and proxy measures, where progress can be seen in the shorter term. An agreed set of key performance indicators will be determined to demonstrate our progress against delivering the agreed outcomes and commitments, helping to ensure we stay focused and united in our approach to both how we deliver and what we deliver.

7. Appendices

7.1	Appendix A: Shared Ambition Appendix B: Shared Ambition Summary
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8. Implications

Financial Implications

8.1	There are no direct financial implications of the report, the work on the Shared Ambition is funded from a £170k drawdown from the Programme Response Fund approved by the Combined Authority Board in July 2023.
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Legal Implications

8.2	There are no direct legal implications associated with this report. However, governance arrangements and approvals may be required for some of the subsequent strategies and plans that will ultimately enable the delivery of the Shared Ambition outcomes.
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Public Health Implications

8.3	The delivery of sustainable growth has major public health benefits (including, as a result of access to housing, enhanced employment opportunities and improved environment). The importance of tackling inequality, especially health inequalities has emerged as an important issue through the development of the Shared Ambition and features specifically in the proposed Equitable outcome and Harness Health & Wellbeing commitment.
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Environmental & Climate Change Implications

8.4	The Combined Authority approved the Climate Action Plan 2022-2025 in March 2022 in direct response to the Cambridgeshire and Peterborough Independent Commission on Climate recommendations. The Action Plan is supported by the multi-sector Climate Partnership, chaired by the Mayor. The importance of focussing on environmental and climate change has emerged as a strong theme within the development of the Shared Ambition and is visible in the proposed Resilient outcome and all associated commitments. The forthcoming refresh of the Climate Action Plan during 2025 provides a key opportunity for relevant partners to come together to drive forward targeted climate actions that will deliver against the Resilient Shared Ambition Outcome.
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Other Significant Implications	
8.5	<p>Equalities Implications:</p> <p>The Combined Authority has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p> <p>Good planning and effective place making can improve environments and opportunities for communities experiencing disadvantage. Planning which does not adequately engage with or consider the needs of local communities is unlikely to improve their life chances and may further entrench area-based disadvantage.</p> <p>The development of the Shared Ambition has deliberately sought to engage with a broad range of stakeholders, this includes residents whose voices are less frequently heard through the focus groups detailed in paragraph 3.7. Tackling inequality, ensuring opportunities and benefits are better distributed across the region has featured strongly in the development of the Shared Ambition. Accordingly, the Shared Ambition includes the Equitable Outcome and a range of commitments looking to address the importance of harnessing health & wellbeing, education, skills & employment for all and homes for all.</p>
Background Papers	
8.6	Shaping the Future, Combined Authority Board Report, July 2023 - Document.ashx (cmis.uk.com)