

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY

**CORPORATE STRATEGY 2023-26
(REFRESHED JANUARY 2025)**

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Forewords

A message from our Mayor, Dr Nik Johnson

Towards a healthy and prosperous future

As Mayor of Cambridgeshire and Peterborough my goal is to make ours a more prosperous region, one where there are no barriers to progress, and where each of us has every opportunity to live happy, healthy, and successful lives.

That's why a vastly improved public transport network is perhaps my and this organisation's primary focus. It's why I champion integrated care

systems and value enormously the insights and expertise of our world-class health and life science partners. It's why I remain determined to build the best possible future for our unique Fens. And why I am committed to making our enviable history, heritage, and culture a source of pride, identity and inspiration.

By delivering on our promise of a well-connected region in which a diverse, modern, and vibrant economy is enabled and sustained by a highly skilled workforce, we will

ensure that our increasingly resilient communities are integral to the types of good growth needed to secure Cambridgeshire and Peterborough's brightest future. One where everyone feels genuinely involved, where we all have a real and lasting opportunity to thrive, and where wellbeing and quality of life are second to none.

Dr Nik Johnson
Mayor of Cambridgeshire and Peterborough

A message from our Chief Executive, Rob Bridge

As we publish this refresh to our Corporate Strategy, we stand poised to embrace the opportunities for further devolution that have been brought forward by this Government. Opportunities that promise to have a transformational impact on the lives of the people who live and work in our region, unlocking growth, improving access to work and learning, and tackling pressing water and energy challenges.

We have worked hard to get our organisation into great shape. But better never stops, and our culture of continuous improvement will enable us to change and adapt to this evolving landscape.

We will continue to deliver demonstrable impact across our

region, building on our strong track record which includes:

- created 15,500 jobs
- supported 36 companies from outside the region to set up and invest in our region
- built over 1,000 new homes
- delivered ARU Peterborough, a new university for the city, on time and on budget, with the most recently opened third campus building featuring some of the newest, most cutting-edge university facilities in the country
- launched Tiger On Demand, a flexible public transport service that offers residents a smarter way

to travel by bus without being tied to fixed routes or timetables

We are empowered by a new, shared, long-term ambition. By igniting innovation, embracing our diversity, and championing collaboration, we will ensure that Cambridgeshire and Peterborough is globally recognised for our region's groundbreaking achievements. Working in partnership with Central Government and 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.

Rob Bridge
Chief Executive

Why we're here

Who we are

The Cambridgeshire and Peterborough Combined Authority was created in 2017 after an historic agreement between the UK Government and the seven councils covering our region (Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council and South Cambridgeshire District Council). The aim of the agreement was to devolve decisions away from Westminster so they can be made by the communities they affect.

We have a range of responsibilities including strategic transport, housing and infrastructure, planning, economic growth, skills, employment and climate action.

We are also the accountable body and operational host for the Greater South East Net Zero Hub (GSENZH), which supports the development and financing of local net zero projects across the East and South East of England.

We play an important role in developing bold, ambitious plans for the future, advocating for and representing the region to bring in investment and funding to grow the economy for the benefit of all. We firmly believe that together we are greater than the sum of our parts and the people of this region are best placed to determine its future.

The Combined Authority model allows us to make collective decisions and work with our

constituent councils and other partners including businesses, universities, health providers and more, to jointly promote our region, and tackle challenges, such as health inequalities and the impact of climate change.

We are held to account by a Mayor, who is voted in by our residents every four years, and representatives from our seven constituent councils.

Our board is the leaders of our constituent councils, and the Chairs of our Business Board, the Police and Crime Commissioner, the Fire Authority, and the NHS Cambridgeshire & Peterborough Integrated Care Board.

Our region

Cambridgeshire and Peterborough is a community of opportunity for all.

We are proud to be a prime location for inward investment with unrivalled growth opportunities and world renown entrepreneurship, positioned at the heart of multiple innovation corridors and clusters of national and international significance.

Our region has a rich cultural heritage, a unique environment and historic market towns that create thriving communities that people are proud to call home.

All of this comes together to make Cambridgeshire and Peterborough a region of choice: somewhere people aspire to live, work, visit, or do business.

The City of Cambridge is a dynamic, resilient, and diverse city. It is one of

the most successful life sciences, innovation, and technology clusters in the world. Groundbreaking advances in the treatment of human health have happened in Cambridge, including the development of six of the world's top 10 drugs in use. However, this economic success can mask some of the highest income disparities in the UK. To continue to grow and flourish, an ambitious and broad-ranging vision of innovation for the Greater Cambridge area, is tackling poverty and the need for better access to housing, transport, water, and capital.

The City of Peterborough has a diverse and robust economy. It is in the top ten of the UK's fastest growing cities, including one of the highest numbers of business start-ups and patents. Large global headquarters and innovative small and medium enterprises combine

with an emerging advanced engineering and manufacturing cluster. Historic challenges are being addressed. Regeneration of city infrastructure is well underway, and an upgrading of the city's skill base has been turbo-charged with the opening of the award-winning university, ARU Peterborough.

Situated between these two internationally renowned cities, located on key north-south and east-west road and rail links, is Huntingdonshire. Home to the largest cluster of manufacturing businesses in Cambridgeshire, and the 150-hectare Alconbury Weald campus, Huntingdonshire brings together a unique blend of businesses operating in key sectors including life sciences, technology, advanced manufacturing, food and drink and Agri Tech.

The Fens is a large area of historically swamp, marsh, and wetland that, in a feat of engineering, was drained. Often referred to as the 'breadbasket of Britain', the Fens holds nationally significant agricultural importance as home to over 50% of England's grade one agricultural land and providing a fifth of the nation's crops and a third of its vegetables. Supply in the Fens directly impacts national food prices. A cluster of Agri Tech businesses is

flourishing, bolstered by world class science and engineering talent. As the Fens is very low lying and holds large amounts of carbon, continuous flood risk and land-use management is required.

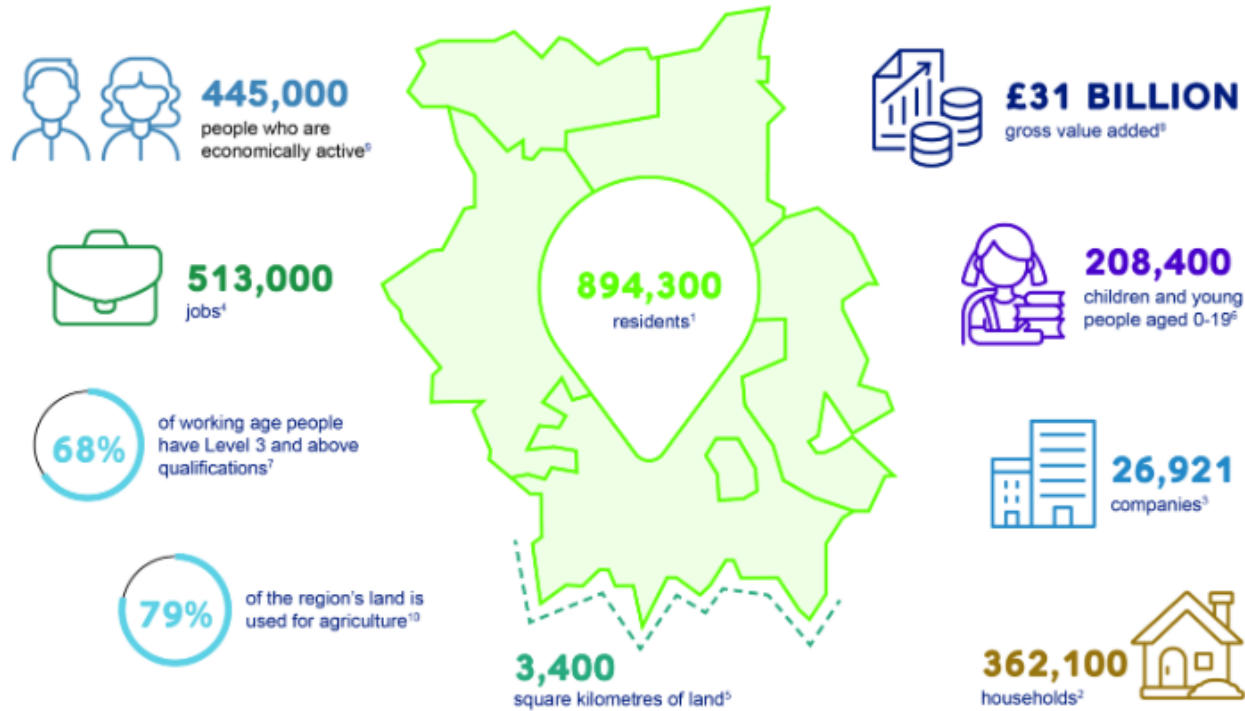
Like every region, we face challenges. Collectively partners from across our region are rising to these challenges. We are working to tackle inequality by lifting people out of

deprivation and improving opportunities for everyone by removing the barriers that prevent people from building a better life for them and their family.

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Our region in numbers

OUR REGION IN NUMBERS



¹(source: Cambridgeshire & Peterborough Insight Data Explorer data for 2021) ²(source: Cambridgeshire & Peterborough Insight Census 2021 topic summary: housing) ³(source: Cambridge Cluster Insights data for 2022/23) ⁴(source: Cambridge Cluster Insights data for 2022/23) ⁵(source: Department for Levelling Up, Housing & Communities Land use statistics 2022) ⁶(source: Cambridgeshire & Peterborough Insight Census 2021 – first results) ⁷(source: ONS Annual population survey) ⁸(source: Regional gross value added (balanced) by industry: local authorities by ITL1 region data for 2022) ⁹(source: ONS annual population survey) ¹⁰(source: Department for Levelling Up, Housing & Communities Land use statistics 2022)

A changing policy landscape

Since the General Election outcome in July 2024, there has been a significant increase in the role of Mayoral Combined Authorities.

We were quick to respond to the new Government's missions by progressing work on the region's Local Growth Plan, the blueprint for how growth within Cambridgeshire and Peterborough will contribute to the delivery of the National Industrial Strategy and the Government's Missions.

Our Mayor has been helping shape national policy, working directly with the Prime Minister and Deputy Prime Minister. And most recently, we have been awarded Trailblazer Youth Guarantee funding to give young

people at risk of not being in employment, education or training, the skills, training and work experience they need to thrive. The start of 2025/26 will see Mayoral elections and the beginning of a new Mayoral term.

With the publication of the English Devolution White Paper, a changing policy landscape is coming into focus. By 2026, we will become a Mayoral Strategic Authority, taking on newly devolved powers and functions that will benefit our region. These could include oversight of the rail network, control of employment support funding, spatial development powers, responsibility for warm homes, and devolved funding for culture, heritage and sport.

During 2025/26 we also expect further clarity about the steps we need to take to be designated as an Established Mayoral Strategic Authority, with future additional powers and responsibilities.

In 2025/26, we will focus on positioning and preparing our organisation, making sure we have the resources and capacity we need to take advantage of these opportunities.

As a learning organisation, we will embrace the opportunity to adapt and evolve, drawing on our own experiences and through invaluable knowledge sharing with other Mayoral authorities.

Our vision

Mayoral Ambition

To have a healthier and more prosperous Combined Authority region.

Strategic Vision

A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier, and connected region.

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Our priorities

We are achieving our vision by concentrating our efforts around strategic objectives and Mayoral pledges.

Our Strategic Objectives

- Achieving Good Growth
- Ambitious Skills and Employment Opportunities
- Enabling Resilient Communities
- Improving Connectivity
- Achieving Best Value and High Performance

Our Mayoral Pledges

- Promote, protect, and grow our unique Fens
- A locally determined, innovative and public transport system that is fit for the future
- Working with Integrated Care System to support the delivery of better health outcomes and address health inequalities in the region
- Creating a strong sense of place and cultural identity for our region

Our partnerships

Partnership working is at the heart of what we do. We will ensure this continues by:

- Building relationships based on honesty and trust.
- Early, meaningful engagement and effective collaboration with partners to identify and understand local needs and provide guidance and support to decisions that affect the planning and delivery of services.
- Providing effective leadership of place through constructive relationships with external stakeholders ensuring there is a clear long-term shared vision for our region.
- Evidencing joint planning, funding, investment and use of resources to demonstrate effective service delivery and being transparent and subject to rigorous oversight.
- Driving inclusive growth and social and environmental value through our project development and delivery.
- An organisational culture that recognises the value of working with local partners to achieve more efficient and effective policy development, local economic growth and investment, better services and customer-focused outcomes.
- Involving partners in developing indicators, targets and monitoring, and managing and challenging performance.
- Continuous learning and improvement.

Purpose of the Corporate Strategy

This Corporate Strategy is the Combined Authority's plan for the communities which make up the Cambridgeshire & Peterborough region. It is a plan for our residents, partners, investors, funders, board and committee members and staff. It sets out why we're here, what we're doing, how we work and how we use our funding.

Our Corporate Strategy is focused on five strategic objectives and clearly defined goals. We set out how we will continue to work with partners to achieve our goals and deliver for the residents, businesses and communities of Cambridgeshire & Peterborough. This is our blueprint for delivery and reflects what our residents and business leaders have told us is important to them.

This refresh of our Strategy is also guided by a new Shared Ambition for

Cambridgeshire and Peterborough – a clear and unifying vision guiding the region's growth and development to 2050, that achieved Board approval in October 2023.

To current and potential partners, our strategy demonstrates how, by working together, we can achieve greater impact and how their projects and programmes can help us achieve our priorities. To Government, and other funders, the strategy outlines our ambitions plans and how we will continue to be one of the few net contributors to the Treasury in the UK. We will continue to give Central Government confidence in Team Cambridgeshire & Peterborough.

The strategy also highlights how we are accountable for how we spend our funding, demonstrating our commitment of being a high

performing organisation, achieving what we set out to deliver with best value at our core.

For our Board and Committee Members, the strategy provides the framework they need to hold the organisation to account, while ensuring that our strategies, plans, projects and programmes align with our adopted strategic objectives.

The Corporate Strategy ensures our staff understand the golden thread, the vital link that connects our vision and corporate priorities with thematic strategies, directorate business plans and their individual objectives. For future staff the strategy highlights what makes the Combined Authority such a great place to work.

All our strategies and plans flow from this Corporate Strategy, contributing to the same priorities.

What we're doing

Corporate Strategy Map 2025-26



Achieving Good Growth

Reducing inequality between and within Greater Cambridge, the Fens, Greater Peterborough and Huntingdonshire, whilst increasing productivity and delivering our goal of growing gross value added to over £40bn by 2040. Securing a strong and sustainable economy for Cambridgeshire & Peterborough that is socially inclusive, environmentally responsible, and globally competitive.

What we're doing in 2025-26

- Working with Government and local authority partners to develop a Local Growth Plan that aligns our region's key priority sectors with the National Industrial Strategy
- Campaigning for and accelerating delivery of important infrastructure that will support sustainable housing and inclusive growth, including tackling pressing water-related and energy related challenges.
- Making the case and winning investment for the region, promoting inward investment opportunities and making the case for new investment zones.
- Creating a capital pipeline of investable projects to enable growth, and targeting institutional funds and markets, utilizing UK Real Estate Investment and Infrastructure Forum (UKREIIF 2025) as a launch platform.
- Building on the successful delivery of ARU Peterborough's Living Lab to develop the business case for investment in research and development.
- Delivering projects and programmes funded by new UK Shared Prosperity and Rural England Prosperity funding.
- Developing a Local Visitor Economy Partnership (LVEP) for our region, to provide strong leadership for visitor economy growth.
- Providing support to businesses and farmers to enable them to access innovation and R&D grants through a new Agri-Tech/Food Launchpad in partnership with Innovate UK.
- Providing funding to support businesses and social enterprises to transition to a low carbon

economy and develop clean technology.

- Preparing to take on newly devolved powers and functions,

potentially including spatial development powers, control of employment support funding, oversight of the rail network, responsibility for warm homes,

and devolved funding for culture, heritage and sport.

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What we've achieved so far

- Funded a Cambridge hub for the Creative Industries.
- Secured and delivered £150m Local Growth Fund and £41m other additional key funding streams which has leveraged £361m as match funding.
- Delivered over 15,500 new jobs to date, with 5,000 of them created during 2023, with over 3000 businesses supported as a result of the implementation of the current economic strategy and through strong collaboration with partners
- Engaged nearly 2,200 businesses through Growth Hub diagnostic, of which 420 went on to deeper Growth Coaching support to grow their business and 968 received funding support to help with business improvements.
- Supported 36 companies from outside the region to set up and invest in the region.
- Created 13 acres of new commercial space for businesses, equivalent to approximately 24 football pitches or 43 basketball courts.
- Invested the £13m UKSPF and REPF into delivering 38 Skills, Business and Community projects and programmes across the whole area.
- Invested in 30 projects across the 11 Market Towns in Cambridgeshire.
- Delivered ARU Peterborough, a new university for the city, on time and on budget, ready for students to start the academic year 2022/23. Following construction of the second phase Research and Innovation Centre, a second teaching building to support 1,700 more students was completed in August 2024.
- Launched the agri-tech, agri-biotech and food-tech innovation fund in partnership with the Norfolk & Suffolk County Council, Lincolnshire County Council and Innovate UK. To date, nine companies in the region have received funding and support.
- Established a deep insight and understanding of the dynamics and functioning economic areas across the Cambridgeshire and Peterborough economy.
- Launched funding to support businesses to transition to a low carbon economy and develop clean technology.
- Expanded business support for enterprises to grow, start and scale up.

Case Study - UKREiF

In May 2024, The Combined Authority's 'Team Cambridgeshire and Peterborough' pitch at the UK's biggest trade and investment conference, UKREiF, saw hundreds of delegates from over 200 organisations visit its pavilion. Working with local authorities, the Combined Authority developed a unified approach to showcase the region on the national stage, with the aim of attracting investment, supporting growth, jobs and prosperity across Cambridgeshire and Peterborough. The Team Cambridgeshire and Peterborough pavilion hosted six core events on key topics for the area, as well as two fringe events, which drew attendances of more than 440 including repeat visitors who attended more than one event. Cambridgeshire and Peterborough were voted by delegates as one of the top three regions for investment

at UKREiF 2024. Following this success, we were invited to showcase the region at a UKREiF Leaders Group meeting and a follow-up meeting of investors.

What success will look like

By April 2026, delivery of this plan will have:

- Achieved Gross Value Added (GVA) Growth of £31,325M by 2026
- Continue to create additional jobs from existing funding programmes.
- Evaluated the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) projects.
- First investments, grants and loans will be completed via the Business & Social Impact Fund.
- Economic Growth Champions embedded delivering priority sector recommendations.
- Trade and investment plan adopted and being delivered.
- Propositions developed for key capital projects and investment opportunities across the region.
- Identified infrastructure blockages to sustainable growth at key sites across Cambridgeshire and Peterborough and the actions needed to address them.
- Innovation plan adopted and first actions/recommendations being delivered.
- Decarbonisation advice and support being delivered to businesses.
- Market Towns phase 1 programme completed and phase 2 delivering outputs including from new Social Enterprise Hubs.
- Enabled a £25m Strategic Growth grant funding scheme to grow businesses
- Grown work-ready talent pools for all our key sectors which drive economic growth.

Lead Member for Devolution and Place: Cllr Sarah Conboy
Committee Oversight: CA Board

Ambitious Skills and Employment Opportunities

Developing and sustaining a world-class skills system which maximises the potential of our residents, employers, and communities. Delivering a socially inclusive, environmentally sustainable and globally competitive workforce, where everyone has the chance to realise their fullest potential. Ensuring the skills, tenacity, and resilience of our region enables us to adapt and seize opportunities for growth, without leaving anyone behind.

What we're doing in 2025-26

- Growing the skills needed to support good jobs in 'enabling' sectors such as green skills, health, and social care.
- Further developing our All-Age Careers Hub, in support of increased career choices and life-long learning.
- Developing a Health, Work and Skills Strategy to address economic inactivity; working with employers to support those with disabilities and long-term health issues to thrive at work.
- Working with employers and learning providers to increase the number - and completion rates - of high-quality apprenticeships offered to our young people, especially those from under-represented groups.
- Identifying and developing the strategic workforce capability and flexibility needed to support our high growth sectors.
- Supporting a thriving ecosystem of learning providers to deliver world-class learning which meets the needs of learners, employers, and communities, including addressing Further Education 'cold spots'.
- Identifying and addressing the skills needs of those from the region's least advantaged communities.
- Providing system leadership through Local Skills Improvement Plans and working with Employer Representative Bodies (ERBs) to ensure sector skills needs are identified and addressed.
- Overseeing efficient and effective stewardship of over £13m devolved skills funding, including strategic commissioning, delivery and performance management of adult education provision, Free Courses for Jobs and Skills Bootcamps.

- Working in partnership with the health sector and employers to deliver Connect to Work, a programme supporting economically inactive adults to move into and sustain employment.
- Working strategically across the region to lead a Trailblazer for the Youth Guarantee.

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What we've achieved so far

- The Combined Authority's devolved Adult Education budget now reaches over 12,000 learners per year. We have introduced flexibilities to support learners from priority groups, including:
 - Investing over £2 million from the Devolved Adult Skills Fund into delivering fully funded ESOL (English for Speakers of Other Languages) courses. 2,165 learners enrolled, completing 4,370 ESOL learning aims.
 - Hosting a successful ESOL and Pathways to Employment Conference, in partnership with NATECLA East of England attracting over 100 participants...
 - 43 ESOL teachers taking part in CPCA funded practitioner training sessions in 2023/24.
 - Introducing a fully funded programme to encourage learners into gainful employment.
- The uptake of Skills Bootcamps increased by over 30% in 2023/24 and 73% of learners that have completed a Skills Bootcamp are in work.
- We invested £4.8million in a new capital grants programme to address Further Education cold spots in the region, ensuring educational equity and access is available to all residents post-16.
- Our Careers Hub continues to support schools and colleges to develop and embed a impactful careers curriculum. 94% of our schools now report having an embedded strategic plan for careers education and guidance.
- Through UK Shared Prosperity funds, we've made investments in employability support services and the creation of a funded Internship programme; ensuring more residents are able to access local careers opportunities.
- We've also worked in partnership with Cambridge City Council to develop and expand the reach of the area's 'Region of Learning' offer. This year 1,100 residents developed new skills through the digital badging service.
- Since January 2024, our Skills Brokerage team has engaged with more than 200 businesses, supporting them to explore new approaches to recruit, retain, train and develop their workforce; strengthening the relationship between skills and business communities.

Case Study - ARU Peterborough

ARU Peterborough's new £32million building, The Lab, was officially opened by students at the university in November 2024.

ARU Peterborough features some of the newest, most cutting-edge

university facilities in the country and The Lab building, which was completed in August 2024, contains a microbiology lab, a tissue culture lab, a range of engineering workshops, high quality teaching spaces and the Living Lab, designed to host public engagement exhibits and events.

Designed by MCW Architects and built by Morgan Sindall Construction, The Lab is environmentally friendly, both inside and out. It connects to ARU Peterborough's earlier buildings through landscaped gardens, with site-appropriate planting, and is certified Excellent by BREEAM, the world-recognised standard to measure building sustainability. The additional specialist teaching facilities in The Lab, the third campus building to open since the university launched in 2022, allows ARU Peterborough to offer a much wider range of employment-focused courses, the majority of which are available to start this January.

Case Study - 'Trailblazer' funding announced to help transform young lives

In December 2024, the Combined Authority was awarded 'Trailblazer' funding to help more young people in Cambridgeshire and Peterborough to 'earn or learn'.

The award followed the launch of the Get Britain Working White Paper at Peterborough College by Secretary of State for Work and Pensions Liz Kendall; where she unveiled a national package of reforms to help more people out of economic inactivity and into employment.

Cambridgeshire and Peterborough was named as one of only eight areas in England getting trailblazer funding to help match young people at risk of falling out of education or employment with opportunities to gain skills, training, and work experience.

Partnership working with Mayors and local leaders is central to the Get Britain Working initiative. It will support the Combined Authority to build on its existing work to break down barriers to employment, education and training which young people face.

What success will look like

By April 2026, delivery of this plan will have:

- Supported adult learners gain new skills and qualifications and report enhanced levels of knowledge and self-development, including increased resilience, confidence, and independence.
- Adult learners know how to keep physically and mentally healthy and have access to education for sustainable development (ESD).
- Adult skills provision is outstanding; it develops personal and social skills, including employability skills that prepare learners well for their intended job role, career aims, and/or personal goals.
- The adult skills offer is effectively aligned and connected to local growth plans and economic opportunities.
- Skills providers are able to build and deliver talent pipelines into jobs within existing and emerging sectors across the region.
- Innovative employability opportunities are created in partnership with local employers and other key stakeholders, and are targeted at specific learner groups that lead to employment outcomes.
- Targeted adult skills programs will be commissioned that support adults who are 'under-employed' and are seeking in work/career progression through the acquisition of new skills and experiences.
- We will tackle economic inactivity through the development and implementation of Connect to Work, a regional supported employment program.
- We will support young people aged 18-21 who are at risk of not being in employment, education or training, through the delivery of the Youth Guarantee Trailblazer.

Lead Member for Skills: Cllr Lucy Nethsingha, Deputy Mayor
Committee Oversight: Skills & Employment Committee

Enabling Resilient Communities

Providing the infrastructure and support to enable communities across the region to be adaptable to environmental and climate, financial and social crises. Extending diverse opportunities to engage with culture. Making Cambridgeshire and Peterborough a great place to live and work.

What we're doing in 2025-26

- Developing a Local Area Energy Plan for Cambridgeshire to support power and water sufficiency and improve the resilience of our infrastructure.
- Supporting Fenland Soil, bringing together local farmers and academics to address the sustainable farming and climate impacts of peat soil.
- Piloting work to address how climate change is impacting the condition of the region's roads in the Fens and other affected areas.
- Reviewing the Cambridgeshire and Peterborough Climate Action Plan, to mitigate and adapt to the impacts of climate change.
- Hosting the Greater South East Net Zero Hub, including public sector estate decarbonisation, community projects and knowledge sharing.
- Working with partners to convene support for the Future Fens Integrated Adaptation initiative and exploring the designation of the Fens as a special area.
- Developing a Local Nature Recovery Strategy to improve biodiversity as part of our Doubling Nature Vision.
- Implementing the national Building Remediation Plan to fix buildings faster, identify all buildings with unsafe cladding and support residents.
- Working with partners on an approach to culture to support place making, opportunities to engage in culture and reduce inequality.
- Celebrating and advocating for the region's rich cultural, built, and natural heritage.

What we've achieved so far

- Built over 1000 new homes through the affordable housing programme.
- Launched a £1m Climate Change Opportunity Fund aimed at not-for-profit organisations to undertake capital projects

Through the GSENZH, we have also:

- Supported 50 community energy projects with a total value of £2.1m as part of the DESNZ-funded Community Energy Fund (CEF) by helping them to explore community owned renewable energy generation, conducting feasibility studies for low carbon heating and developing local energy trading schemes.
- Launched our £1million Investment Readiness Service and support, offering grants up to £75,000 to

help public sector organisations progress projects to investment readiness.

- Supported 18 projects to apply for £64.5million of public sector decarbonisation funding.
- Worked with 15 Local Authorities on various stages of heat network development from feasibility to applying for Green Heat Network Funding, supporting five funding bids to HNDU (Heat Network Delivery Unit).
- Launched a Finance Support Service to help three city regions accelerate their net zero investment programmes & a Dynamic Purchasing System to help local authorities access advice on financing net zero projects.
- Brought energy efficiency improvements to hundreds of

homes across 46 Local Authorities by working together to market, plan and deliver installations for residents now enjoying warmer homes.

Case study – Infrastructure Delivery Framework

An Infrastructure Delivery Framework (IDF) report identifying the infrastructure challenges of the potential increase in growth across the region was approved by Combined Authority Board in November 2024.

The IDF is a structured approach to understand the current constraints of infrastructure for growth across the Cambridgeshire and Peterborough area.

The report provides a blueprint for Cambridgeshire and Peterborough to meet its potential for sustainable growth. It recommends cross

collaboration between the Combined Authority and different agencies including government, transport providers and local planning authorities on key issues of funding and long-term planning.

This work also shows our ongoing commitment to building resilient and sustainable communities to shape a bright future for Cambridgeshire and Peterborough.

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What success will look like

By April 2026, delivery of this plan will have:

- Completed 1,450 plus new affordable homes under our Affordable Housing and Loans Programme.
- Proposed a locally determined contribution of greenhouse gas reduction and put in place action to achieve it.
- Deployed £1m to communities to tackle the impacts of climate change.
- Strengthened communities by using our UK Shared Prosperity Fund (UKSPF) allocation to restore a sense of community, local pride and belonging
- Seen the consultation on and adoption of the Local Nature Recovery Strategy.
- Through the Authority's climate programme, seen residents supported with a £950,000 programme of retrofitting homes to improve their energy performance.

Lead Member for Communities and Environment: Cllr Bridget Smith
Committee Oversight: Environment and Sustainable Communities Committee

Improving Connectivity

Creating digital and physical connections to communities, education, health services, leisure, nature and employment.
Reducing the need for travel with more services located within communities.

What we're doing in 2025-26

- Working towards a joined-up, net zero carbon transport system, which is high quality, reliable, convenient, affordable, safe, and accessible to everyone.
 - Reducing isolation in the Fens and other rural areas by improving connectivity between our rural areas, towns, and cities.
 - Developing and delivering the region's key strategic and local transport and connectivity initiatives.
 - Working with Connecting Cambridgeshire to lead delivery of the region's Digital
- Connectivity Infrastructure and Digital Strategies.
- Maintaining and improving the current bus network and developing plans to improve it in the future.
 - Responding to the Mayor's February 2025 decision on bus reform
 - Supporting reduced bus fares for young people via the Tiger Card.
 - Supporting rail and station improvements including investing over £48m of Levelling Up Fund in the regeneration of Peterborough station and the area around Peterborough Train Station (Peterborough Station Quarter).
- Influencing and working with partners on major national schemes such as East-West Rail, and advancing wider rail improvements.
 - Supporting active travel infrastructure to achieve health and environmental benefits.
 - Investing over £12m in key upgrades to our road network.
 - Developing and implementing strategies for alternative fuel and local electric vehicles.
 - Developing autonomous transport solutions to improve efficiency, safety, and sustainability.

- Supporting road safety and accessible transport interventions.

What we've achieved so far

- One of the first Strategic Transport Authorities to approve a new Local Transport and Connectivity Plan and related strategies.
- Over 99% of the area has access to broadband internet with over 85% of properties in the region having access to gigabit broadband internet.
- Campaigned for initiatives which support young people, care leavers and those on universal credit including reduced bus fares for young people.
- Allocated £3m and secured ZEBRA 1 funding from Government to fund 30 zero emission electric

double decker buses in Cambridge.

- Secured £48 million from central Government to deliver Peterborough Station Quarter to assist in the delivery of the city's masterplan.
- Over 800,000 short car journeys estimated to have been replaced by E-scooters and e-bikes in the region since September 2020. The Cambridge e-scooter trial has seen a 22% year-on-year growth in rides and a 28% increase in total distance travelled in 2024.
- E-scooters and e-bikes contributed to a reduction of 173 tonnes of CO2e and 33.5 kg of PM2 emissions last year.
- Successfully secured Local Electric Vehicle Infrastructure Funding (LEVI) for our EV plans.

- Achieved a Level 3 rating from Active Travel England, the only Authority elevated to this level in the last review, reflecting strong political support and officer ambition across CCC, PCC, and local Councils.
- Successfully campaigned, with partners, for Government to support the next phase of Ely Area Capacity Enhancements (EACE), leading to EACE and a transport package including A10 and A1139 improvements being announced as part of the Network North Package.

Case study – Tiger on Demand

Residents in West Huntingdonshire now have access to a new, more flexible public transport option with the official launch of Tiger on Demand. The service, is transformative for residents in our region, particularly those living in

rural areas where traditional public transport options are limited. It offers a flexible, reliable, and affordable way to travel, giving people better access to work, education, healthcare, and social activities.

The Tiger on Demand service replaced the previous Ting bus in December 2024 and offers residents a smarter way to travel without being tied to fixed routes or timetables. Instead, users can book their journeys between designated virtual bus stops, providing more convenient travel options within West Huntingdonshire.

The launch of Tiger on Demand has been made possible through a collaboration with WeMove, who provide the vehicles for the service, and Spare, the technology partner behind the user-friendly booking app.

The Tiger on Demand Service was rolled out to other parts of the Cambridgeshire & Peterborough throughout December 2024 and January 2025.

Case study – Tiger Pass (£1 Fare)

In June 2024, the Combined Authority launched the Mayor's £1 bus fare initiative for under 25s.

The £1 Tiger bus pass offers young people more affordable travel options to places of education and training, jobs, shopping, social visits, and more. This initiative is a key part of the Combined Authority's efforts to improve the local bus network.

The Tiger Pass was expected to achieve 10,000 applications in the first six months – it has surpassed all expectation with 10,000 in the first month and 33,000 in the first six.

In December 2024, we were delighted to announce that over 500,000 journeys had been made using the Tiger Pass across Cambridgeshire & Peterborough. This success means thousands of young people can access schools, colleges and work, ensuring less well-off young people are able to make the same choices as those who are better off.

Active Travel Advanced Rating

In September 2024, Cambridgeshire and Peterborough joined a small handful of local authorities to have been awarded level 3 out of 4 for its approach to active travel by Active Travel England.

The authority was granted this rating in recognition of strong local leadership, alongside having a significant network in place for active travel, a growing number of people choosing to walk, wheel and cycle

and comprehensive plans to do more.

This award will enable the Combined Authority to go further, faster and unlock more funding to make real our ambitious plans to see

Cambridgeshire and Peterborough become one of the best and safest places to get about by active travel.

What success will look like

By April 2026, delivery of this plan will have:

Provided 95% of the region with access to gigabit broadband internet.

- Encouraged reduction in the total number of car miles driven in the region.

- Increased the proportion of journeys taken by public transport (including buses and trains), cycling and walking.

Lead Member for Transport and Infrastructure: Cllr Anna Smith, Deputy Mayor
Committee Oversight: Transport and Infrastructure Committee

Achieving Best Value and High Performance

Fulfilling our duty of Best Value, by making arrangements to secure continuous improvement in the way in which our functions are exercised, having regard to a combination of economy, efficiency, and effectiveness. Embedding the key improvements set out in the External Auditor's letter and Best Value Notice and, in doing so, enabling the region to access funding and investment to support the delivery of our strategic objectives.

What we're doing in 2025-26

- Exploring and articulating our readiness to effectively draw on the opportunities further devolution presents for our region, including the cases for fiscal and post-16 technical education devolution.
- Ensuring our communications and engagement activity is transparent and more than just broadcasting information. Driving meaningful two-way engagement with our residents and businesses to raise awareness of who we are and what we do.
- Supporting the successful transition to a new Mayoral term.
- Strengthening our approach to Equality, Diversity and Inclusion, including embedding a new Equality Impact Assessment protocol.
- Implementing new procedures to reflect the guidelines of the 2023 Procurement Act.
- Evaluating the impact of our core funding so that we understand the impact of our interventions and build the evidence base to support future decision making.
- Embedding our Single Assurance, Risk Management, Monitoring and Evaluation, and Performance Management Frameworks, to support decision making and effective scrutiny.
- Embedding a Risk Management culture that enables us to make better decisions, using the agreed risk appetite to reduce negative impacts.
- Delivering key skills training for our staff and partners.
- Embedding a culture of continuous improvement across the organisation to ensure that projects deliver on time and on budget.

- Developing a robust and transparent process for managing decision making associated with our internal funding arrangements.

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What we've achieved so far

- Developed a single narrative and shared vision that communicates the ambitions and aspirations of Cambridgeshire and Peterborough as a place.
- Undertaken and disseminated a 'State of the Region' review of the evidence underpinning our strategies and plans.
- Developed our People Plan to support our organisational and employee ambitions.
- Recognised and celebrated our achievements in our first Employee awards 'The CIVILS', held in June 2024.
- Developed a new operating model that demonstrates Best Value in all our operations.
- Delivered key skills training for our staff and partners, such as contract and project management.
- Developed procurement policy and processes that integrate social value and equality as a core requirement.
- Revised our procurement code, strategy, policy and procedures, and provided procurement training for staff.
- Full review has been undertaken of all existing sub companies to ensure they remain relevant and fit for purpose and their activities streamlined where possible.
- Permanent appointments have been made to key leadership roles.
- Enhanced support to the Office of the Mayor through embedding a new Chief Executive's Office.
- Stronger partnership working has been established across public, private and third sectors supported by recommendations from an external communications, engagement, and public affairs review.
- Listened to our employees through a series of staff surveys and all staff conferences and acted upon this feedback.
- Introduced a suite of HR policies to support legal compliance and good governance as well as employee support and wellbeing.
- Implemented a new appraisal scheme to focus on effective performance and alignment to strategic objectives.

Case study – State of the Region

The State of the Region offers a detailed view of where Cambridgeshire & Peterborough stands today and will help us make smarter, more informed decisions on everything from growing our economy, to creating jobs and protecting our environment.

The report offers a detailed evidence base to identify the key trends, opportunities and challenges in the region, and aims to provide a solid, up-to-date foundation to support future decisions on investment, strategy and policy, in support of a more prosperous and sustainable future for the region.

The State of the Region will support the Combined Authority and its partners in shaping strategies that build on the region's strengths and address challenges. This includes key economic sectors like life sciences,

advanced manufacturing and agri-tech, while addressing areas like inequality and barriers to sustainable growth such as transport, housing, and water. It will also help to champion the region and support engagement with the Government on growth, devolution and future funding.

Case study – Shared Ambition

A Shared Ambition for Cambridgeshire and Peterborough – a clear and uniting vision guiding the region's growth and development to 2050 – achieved Board approval in October 2023.

The Shared Ambition is a living framework, guiding decision-making across councils, businesses, and public bodies as they work together to turn this vision into reality.

This bold new direction has been developed through extensive

collaboration with local councils, residents, businesses, and other partners, and outlines a shared vision for a future linked to four outcomes of being an Equitable, Pioneering, Connected, and Resilient region. Making those outcomes real are 14 actionable commitments, which will guide collective actions across the region.

The Shared Ambition also sets out three overarching values which frame how we will work together by Igniting Innovation, Embracing Diversity and Championing Collaboration. These ways of working will be central to shaping policies, strategies and investments, which align with the region's long-term goals.

Going forward, the Combined Authority will track progress through clear outcomes and regular reporting, keeping the focus on delivering results.

What success will look like

By April 2026, delivery of this plan will have:

- Ensured we are ready to become a Mayoral Strategic Authority, taking on newly devolved powers and functions that will benefit our region.
- Taken steps to be designated as an Established Mayoral Strategic Authority, with future additional powers and responsibilities.
- Ensured that less than 5% of our contracts require procurement waivers.

- Ensured that projects are being developed with a clear golden thread between the Combined Authority's strategic objectives and the project desired benefits.
- Increased the quality of business cases being produced.
- Increased accountability and scrutiny around an internal system of control with clearer performance targets and metrics.
- Increased the number of intended benefits being delivered.
- Increased organisational learning through monitoring and evaluation measures.
- Further embedded behaviours that support our 'CIVIL' values.
- Reduced employee turnover to achieve a stability index of 80%.
- Achieve staff survey satisfaction score – number of staff feeling valued by the Combined Authority - of a minimum of 70%.

Lead Member for Governance: Cllr Edna Murphy
Committee Oversight: Combined Authority Board, Overview and Scrutiny Committee and Audit and Governance Committee

How we work

Our values

Our values are at the very heart of everything that we do, driving our vision and supporting us all to achieve our priorities, working as one team.

Our five values of Collaboration, Integrity, Vision, Innovation and Leadership or 'CIVIL', as we know them, are the foundations upon which all our work is built. Delivering a culture of innovation and integrity requires positive collaboration, a visionary approach and strong leadership.

Underpinning our values is our behaviour framework which helps us all to understand the behaviours that are expected of us as well as showing us how we can expect to be treated. All employees are expected to model these behaviours, regardless of their role in the organisation.

It is our intention for our values and behaviours to act as our golden thread across our organisation. We will achieve this by continuing to embed them into our recruitment and HR processes and policies, including our appraisal system. We recognise and reward employees who demonstrate our values and behaviours and we celebrate individual, team and organisational successes.



Our people

We are committed to supporting, encouraging, and developing our employees to enable them to reach their potential.

As an organisation, we are focussed on ensuring our employees have the right skills, capabilities, and attributes to deliver in their role. Through our training programmes, we look to support our managers to act as true leaders, capable of developing and managing high performing teams whilst also living and breathing our values.

Promoting an honest and transparent environment where feedback is welcomed and acted upon is key to our success. Our objective setting and appraisal process, LEAP

(Learning, Excellence, Achievement, Performance), ensures that all employees have the opportunity for regular discussions on their performance, their objectives and their behaviours. This helps employees to understand how their work contributes to the overall corporate objectives and feel valued for their contribution.

We are committed to Equality, Diversity and Inclusion and attracting and retaining a talented, diverse, and inclusive workforce and will be developing our equality, diversity, and inclusion action plan. Working together is a fundamental part of our ethos, and we recognise that it is our employees' individual skills and

talents which enable us to work effectively as one. We encourage employees to work together as one team, promoting our brand and supporting our strategic objectives. Employees are supported to work in a hybrid way which allows them flexibility to achieve their objectives in the most effective way but also champions collaborative and face to face working, where this is beneficial.

A key focus of our People Plan is to ensure that we recognise and reward employees by celebrating our achievements. Our annual CIVILS employee awards ceremony provides us with a chance to come together as an organisation to reflect on and acknowledge our achievements,

Our approach to equality, diversity, and inclusion

In 2025/26, our focus will be on refreshing and implementing an Equality Impact Assessment (EQIA) process to ensure fairness and equity of the work we do and the services we procure. By learning from best practice, we will evaluate the impacts on diverse communities, promote accountability and set inclusive procurement standards.

We will tackle exclusion across diverse demographics to ensure inclusive growth and equitable opportunity for the whole region. We will tailor strategies and investment to reduce inequalities, build skills and increase productivity.

Our existing equality objectives are expressed within our strategic objectives. While we show due

regard to all protected characteristics, care leavers, age and socio-economic disadvantage, feature prominently in our equality objectives.

Care Leavers face significant barriers and often experience discrimination in many elements of their lives. We recognise Care Experience as if it were a protected characteristic and will proactively seek out and listen to Care Experienced people as we develop new policies based on their views.

We will protect against age discrimination in the provision of services and public functions. We are retrofitting care homes and village halls, enhancing digital resilience, developing lifelong learning, and improving connectivity to reduce the

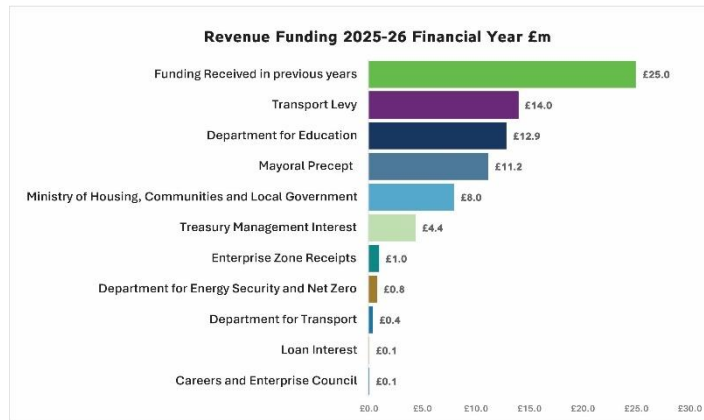
isolation suffered by younger and older people, particularly in our rural communities.

As an employer we will work towards a more representative workforce, promoting inclusivity and belonging across the organisation. The differences our people bring to the table - whether in terms of background, personal characteristics, experience, skills, or motivations - bolster our ability to serve our communities. By fostering an inclusive culture, we can lead by example to create an environment based on dignity, trust and respect. We are ensuring that those with protected characteristics do not experience discrimination, harassment, bullying or victimisation.

How we use our funding

We receive our funding in several different ways, including a devolved transport budget, a housing infrastructure fund and a £20m a year funding allocation from the Ministry of Housing, Communities and Local Government (MHCLG). We have broken our spend down by internal directorate

Where our money comes from



How we will spend our money

