DRAFT ANNUAL BUSINESS PLAN

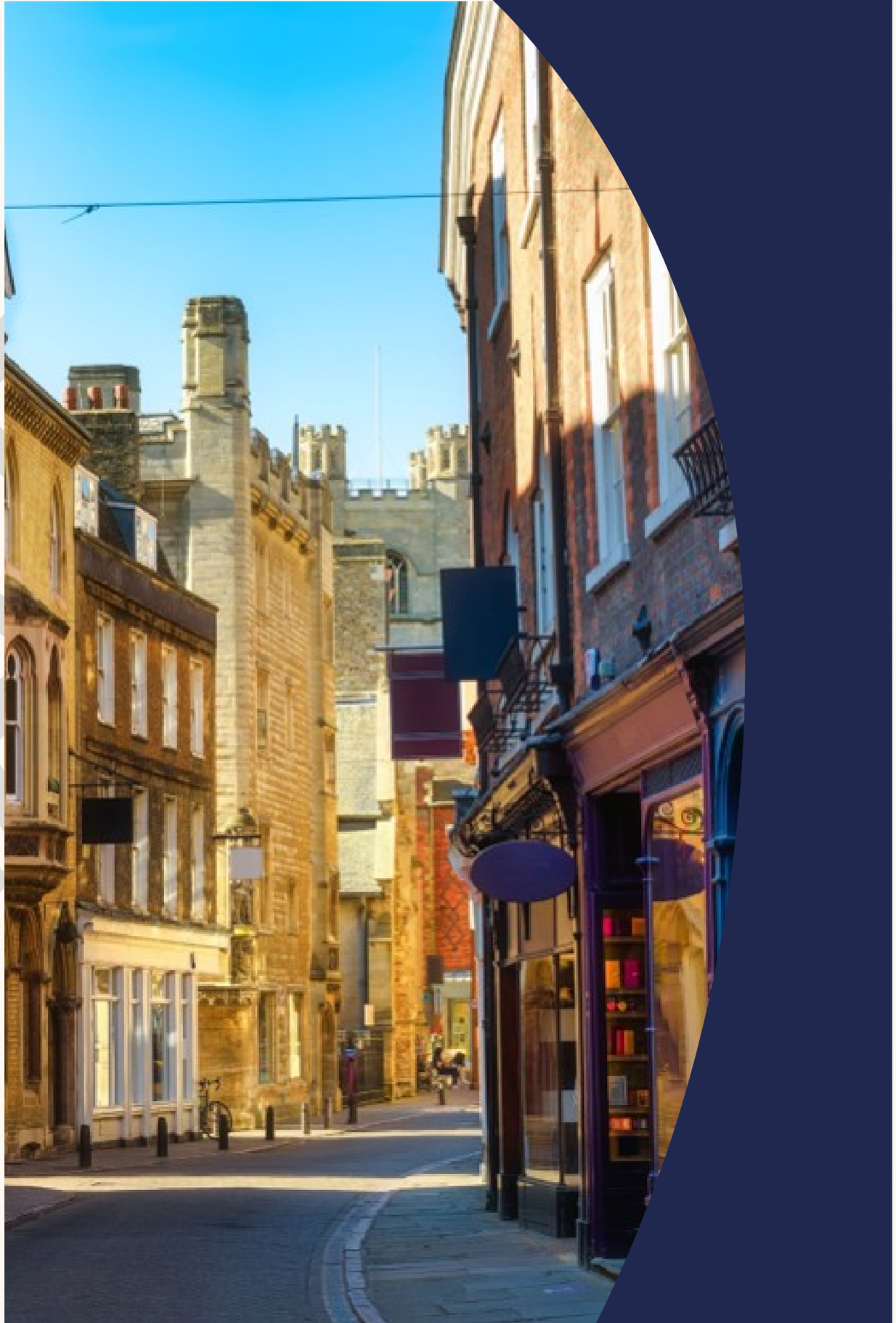
2027 / 28 ACTIVITIES

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

PAUL BRISTOW
MAYOR OF CAMBRIDGESHIRE & PETERBOROUGH

GROWTH

We need to create the conditions for growth through infrastructure-led development. Our region is internationally significant and all plans and policies must support our businesses. With the necessary government backing, we should exceed our core target by tripling our regional GVA by 2050, spreading growth to all our towns and rural areas.



No change to activity

Growth 5: Improve our heritage and tourism offer, while supporting high streets and local markets, promoting local pride, and improving the attractiveness of our town and city centres, including free parking initiatives.

- Support vibrancy of town centres through delivery of free car parking schemes in Peterborough and towns in Huntingdonshire

Existing ABP activity updated

Growth 1: Deliver the Local Growth Plan by maximising opportunities in our priority sectors – Life Sciences, Advanced Manufacturing & Materials, Digital Technologies, Defence, Agri-Food Tech, Energy & Clean Tech.

- Complete the six CPCA priority sector plans, aligning with the work of the Ox-Cam sector groups.
- Continue development of the inward investment programme, based on our Local Growth Plan Growth Model, to promote the region to potential new inward investors to attract their company investment to the region.

Growth 2: Promote and secure investment for our Local Growth Plan Opportunity zones – Fens Growth Triangle, Peterborough Fast Growth City, North Hunts Growth Cluster, Global City Cambridge.

- Establish and agree ways of working and delivery plans for the Opportunity Zones based on the agreed prioritisation of investment pipeline projects resulting from KPMG work, the other initiatives in Skills and the SDS, and the LPG Delivery Plan
- Develop options and to assess the potential for establishing a Mayoral Development Corporations (MDC) for Peterborough
- Establish the potential allocation of the LGP Investment Fund to agreed LGP pipeline priority projects and other major interventions to deliver the recommendations of the sector plans
- Develop and strengthen the Mayoral Strategic Authority Pipeline to provide a comprehensive, prioritised overview of key projects and investment opportunities.
- Commence the design and initial set-up of three Action Areas focused on neighbourhoods in Peterborough, Fenland, and parts of Cambridge City with persistent deprivation and skills gaps and consider extension to Oxmoor and Sapley in Huntingdonshire.
- Lead the delivery of the UK Real Estate Investment & Infrastructure Forum (UKREiiF) 2027

Growth 3: Work with the Cambridge Growth Company and partners in the Oxford-Cambridge and Innovation Corridors to maximise the economic potential of Cambridge and the wider region.

- Work closely with Greater Cambridge Development Corporation (CCDG) to unlock our region’s potential and catalyse the delivery of strategic infrastructure required to deliver our Growth ambition

Growth 4: Support the redevelopment of Peterborough, including the city centre, the station quarter and plans for sports facilities and a new community stadium. We will also develop the business case for a research and skills centre.

- Peterborough Station Quarter: Establish the scale and scope of the longer-term investment opportunity and master plan for the area building on phase one, that covers the design and transport issues for the Station
- University of Peterborough: Progress completed business case for the next phase of the University focusing on research and innovation led activity.
- Peterborough Community Stadium: Work with partners to implement the business case for a new community stadium in Peterborough.

Growth 5: Improve our heritage and tourism offer, while supporting high streets and local markets, promoting local pride, and improving the attractiveness of our town and city centres, including free parking initiatives.

- Lead the development of the Visitor Economy, activating the Cambridgeshire and Peterborough Local Visitor Economy Partnership (LVEP) and Destination Management Plan.

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CONNECTIVIT Y

We need to increase connectivity through better roads, faster trains, new stations and stops, and more modes of transport, like light rail. Public transport should be affordable, reliable and frequent, with integrated, multi-mode ticketing. Better transport links will connect more people to employment, leisure, essential services and training to unlock opportunity and drive growth



No change to activity

Connectivity 1. Review the bus network and proposal for franchising to deliver sustainable routes across the region.

- Implement Bus Franchising Post Mayoral Review.
- Delivery of the Bus Service Review Framework and implementation onto the bus network and ongoing bus procurement activity for existing services.

Connectivity 3: Push for enhancements to Ely Junction and use new rail powers for mayors to get faster, more frequent services and new stations.

- Use Rail powers to get faster, frequent trains and more stations.
- Ely Area Capacity Enhancements.

Connectivity 4: Explore options for a light rail network for Greater Cambridge.

- Develop Greater Cambridge Transport Strategy (GCTS).

Connectivity 5: Seek increased funding for the region's roads and develop business cases to improve the A47, A10 and A141, while identifying a key route network.

- Update and monitor Local Transport and Connectivity Plan (LTCP).
- Advance development, option assessment, and delivery planning for key Major Road Network (MRN) corridors including the A10 Ely A14 corridor and the A1139 strategic route while managing the wider Transport Capital Delivery Programme to ensure active travel, public transport, highways and infrastructure projects progress to time, cost and quality, subject to final MRN funding decisions.
- A141 and St Ives improvement.
- A47 Alliance.
- Key Routes Networks.
- Local Transport Delivery Plan.

Connectivity 7: Improve 4G and 5G data signal coverage, tackling issues in rural communities.

- Digital Connectivity Strategy Implementation (2025-2029) including improvements to 4G and 5G network across the region to underpin the Local Growth Plan and sector plans.

Connectivity 8: Other significant activities

- Coordinate and oversee delivery of the Local Electric Vehicle Infrastructure (LEVI) programme, ensuring alignment with regional transport and place-making priorities.
- March Area Transport Study (MATS).

Existing ABP activity updated

Connectivity 2. Implement a permanent Tiger Pass scheme and explore integrated, flexible, multi-mode tickets.

- Embed integrated multi-modal ticketing standards within franchising contract packages

Connectivity 4: Explore options for a light rail network for Greater Cambridge.

- Engage Greater Cambridge Development Corporation on potential options for Mass Rapid Transit

Connectivity 6: Focus investment in active travel on high-impact schemes.

- Active Travel Capital and Revenue

New activity

Connectivity 8: Other significant activities

- Transport Policy Strategies Update

JOBS

We need to help more people into work. By matching our skills funding to the roles that local employers need to fill, with more direct placements, we can get better outcomes. Our goal is to get adults a job or a better job, taking advantage of our growth sectors



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No change in activity

Jobs 1: Provide leadership by working with employers and training providers to join up health, skills, and employment support.

- The Authority will work with the integrated care board and the Jobcentre plus to bring stakeholders together and ensure a shared understanding of local skills priorities, challenges, and current service activity.
- Plan, monitor and performance manage Further Education (FE) Colleges and Training providers receiving Adults Skills Fund/Skills funding through the new Policy Framework, ensuring providers are delivering against their plans and accountability statements.

Jobs 3: Work with employers to offer more paid internships and direct placements in high-growth sectors.

- Offer skills brokerage services and wider advice and guidance to employers on skills and employment.

Jobs 5: Deliver the Youth Guarantee, a regional Careers Hub and a bespoke Youth Employment Hub in Peterborough.

- Deliver the Regional Careers Hub (contracted to August 2027)
- Deliver Youth Guarantee Trailblazer Year 2.

Jobs 6: Work directly with employers to shape and promote the Adult Skills Fund, Skills Bootcamps, Free Courses for Jobs, Sector Work Academy Programmes (SWAPs) and the Local Skills Improvement Plan.

- Deliver strong and effective commissioning of adult skills funding, free courses for jobs, skills bootcamps and SWAPs.
- Support delivery of the Local Skills Improvement Plan (LSIP) #2 focusing on the skills needs and curriculum needs of priority and foundation sectors at Level 3 to Level 8 in partnership with Cambridgeshire Chambers of Commerce.

Jobs 7: Enhance skills infrastructure through Skills Capital projects, such as upgrading training facilities, in partnership with employers

- Deliver the FE Cold Spots Capital Programme.

Existing ABP activity updated

Jobs 2: Deliver the Connect to Work programme and an extended all-age Careers Service with employers.

- Monitor delivery of Connect to Work Programme across Cambridgeshire and Peterborough with identified new opportunities for development in alignment with the Get Cambridgeshire and Peterborough Working Plan delivery. Integration and alignment of the new Employment Support Opportunities being devolved.

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HOMES

We need to build more housing. This means homes and neighbourhoods where people want to live, not just adding numbers. Growth must also work for existing residents, through an infrastructure-led approach, good design, community participation and more choice and opportunities for renters



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No change to activity

Homes 1: Develop and adopt a Spatial Development Strategy to shape growth, future planning policies and support delivery of Local Growth Plan priorities.

- Develop and deliver Spatial Development Strategy (SDS) in accordance with the programme plan, ensuring full compliance with the relevant legislation and national guidance.
- Review and respond to Local Plans and relevant National Significant Infrastructure Project (NSIP) applications as a part of Local Growth Plan delivery.

Homes 7: Enable action to make tall buildings safe by getting improper cladding replaced or removed.

- Delivery against Local Remediation Acceleration Plan (LRAP)

Existing ABP activity updated

Homes 3: Use our Strategic Place Partnership with Homes England to maximise housing delivery and regeneration, prioritising new housing around railway stations and other key sites.

- Deliver the approved Strategic Place Partnership (SPP) delivery plan.- Note likely to change to the Place Delivery Agreement. Other areas related to housing delivery may need to be added also.

Homes 5: Advocate design principles that create attractive, popular homes and communities and promote health and wellbeing.

- Continue to embed and establish new health responsibilities and work with Public Health and the Integrated Care Board to promote health and wellbeing to address regional priorities in those areas where we have devolved responsibility for economic growth (incl. Skills), place & infrastructure

New activity

Homes 3: Use our Strategic Place Partnership with Homes England to maximise housing delivery and regeneration, prioritising new housing around railway stations and other key sites.

- Deliver the homeless and rough sleeping action plan
- Deliver action plan for Peterborough City Centre Growth Plan

Homes 4: Ensure development is enabled and led by infrastructure

- Brownfield Housing Fund delivery

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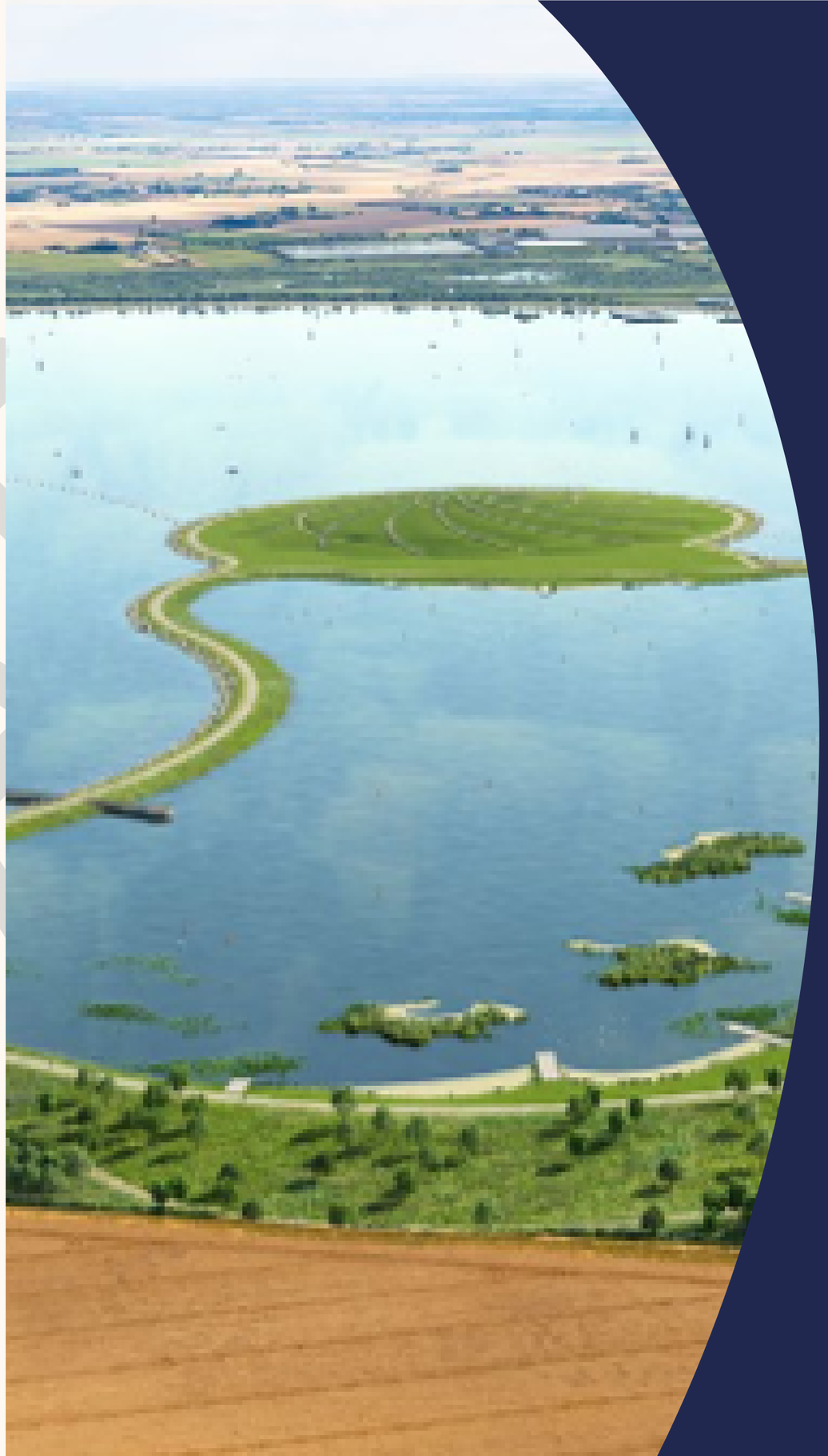
RESILIENCE

Resilience is our ability to address strategic risks for our region’s environment, infrastructure, water management and energy supply. This includes protecting farmland and reducing the impacts of climate change. It means ensuring our region is prepared for extreme weather, such as droughts, heatwaves and flooding, while strengthening local emergency planning.



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No change to activity

Resilience 1: Develop a clear plan to improve resilience across the region, drawing on the previous climate action plan.

- Develop, maintain and deliver a resilience plan.

Resilience 3: Push for delivery of the Fens Reservoir, to tackle water scarcity and unlock growth and leisure opportunities.

- Enable progress on the Fens Reservoir approval, and ensure its design unlocks growth and leisure opportunities.

Resilience 6: Champion ongoing work on peat-based soils.

- Ensure the specific issues relating to peat-based soils are recognised and the importance of peat-based soils is championed.
- Deliver the Peat Soil Affected Roads (PSAR) project, capture and share the learning to inform decision-making.

Resilience 7: Explore how new strategic planning policies can protect prime farmland from use as solar farms.

- Scope, as part the Spatial Development Strategy scoping, the role the CPCA can play in solar farm strategic policy.

Resilience 8: Work with the National Energy System Operator, using Local Area Energy Plans to strengthen energy supply.

- Ensure the Combined Authority area has a robust evidence base on energy needs to fulfil its strategic role.
- Work with NESO and Distribution Network Operators to strengthen energy supply.

Resilience 10: Other Significant Activity

- Delivery of Greater Southeast Net Zero (GSENZ) Hub

Existing ABP activity updated

Resilience 4: Promote networks of small-scale reservoirs on farmland to deliver additional water supply.

- Support activity examining the benefits of more active water management in the South Levels Internal Drainage Board area, including work on the role of farm reservoirs

Resilience 9: Prepare for the transfer of Police and Fire responsibilities to the mayoralty.

- Transfer of Police and Crime Commissioner Functions and OPCC Capability to CPCA
- Deliver Fire Governance Transition Readiness activities, including governance design, risk management, financial planning and stakeholder engagement, in preparation for any transfer of Fire Authority functions to CPCA arising from devolution legislation.

PERFORMANC

Our staff matter and must be equipped to make things happen. We will build the internal skills and capacity needed to do things well - and to move at pace. We will work with our constituent councils and use consultants only where they add real value ensuring we deliver the best outcomes for our residents.



No change to activity

Performance 4: Build and maintain a flexible, high-performing workforce by attracting and retaining talent from all sectors

- Support Directorate Workforce Planning, including Recruitment and Organisational learning and development needs.

Performance 5: Review our governance and decision-making arrangements, including committee structures, to improve efficiency and effectiveness of decision-making.

- Review of both the constitution and the effectiveness of oversight committees

Performance 7: Reduce our reliance on consultants by building internal capacity and expertise, engaging consultants for specific technical advice.

- Identify and challenge use of consultants. Setting principles for when consultants should be used and ensure the organisation is aware of and compliant with IR35 regulations.

Performance 8: Refresh our website and information-sharing to increase our transparency and engagement.

- Launch the new website with improved accessibility.

Existing ABP activity updated

Performance 1: Ensure the authority achieves Established Mayoral Strategic Authority status, with an Integrated Settlement, as soon as possible.

- Maintain Integrated Settlement Readiness and support implementation of Integrated Settlement arrangements.

Performance 2: Prepare for the powers and responsibilities outlined in the English Devolution and Community Empowerment Bill.

- Co-ordinate devolution planning through Mayoral Council and engagement with UK Mayors Network and No10 North. Review and confirm internal management arrangements following Devo Act, EMSA status and Rewiring the State announcements

Performance 3: Develop a robust financial plan to support the delivery of our priorities, while presenting a unified case to government for long-term, sustainable funding and fiscal powers.

- Lobby Government regarding the case for further funding and wider fiscal devolution, in order to deliver priorities and to support SR27 submission.

Performance 6: Advocate for the region's fair share of government funding.

- Leverage the profile and role of the Mayor to champion the region's priorities and strengthen its influence with Government, Number 10, senior civil servants and Ministers. Build strategic relationships and work through MPs, national networks and other Mayoral Combined Authorities to shape policy, influence decisions, secure the investment the region needs to drive growth

Performance 7: Reduce our reliance on consultants by building internal capacity and expertise, engaging consultants for specific technical advice.

- Digital, Data and AI transformation including implementing the Digital, Data and AI Strategy, embedding a new regional data platform and progressing beacon service data systems and wider organisational development work funded by Bloomberg Philanthropies

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KNOWN UNKNOWNS



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Known Unknowns: Awaiting further details

- Better Future Fund Opportunities
- Affordable Housing, housing delivery capacity and housing capacity and capability.
- Employment support and skills devolution implementation
- Devolved Transport Governance and Decision-Making
- Implementation of mayoral powers ahead of SDS
- Organisational Capacity & Capability
- Health and Culture Duties
- Regional Water Planning
- Test, Learn and Grow Funding

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