



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## OVERVIEW & SCRUTINY COMMITTEE

**Date: Monday, 13 December 2021**

**Democratic Services**

Robert Parkin Dip. LG.  
Chief Legal Officer and Monitoring Officer

**11:00 AM**

72 Market Street  
Ely  
Cambridgeshire  
CB7 4LS

**Multi Function Room, New Shire Hall, Alconbury Weald,  
Huntingdon PE28 4YE  
[Venue Address]**

## AGENDA

**Open to Public and Press**

**1 Apologies for Absence**

**2 Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests.

**3 Minutes of the Previous Meeting**

To approve the minutes of the meeting held on 22nd November 2021.

**OS Minutes 221121 Chair approved**

**5 - 18**

<b>4</b>	<b>O&amp;S Arrangements</b> - Transparency - MDN Process - Conflicts Policy <b>Review O&amp;S Arrangements - Update Report</b>	<b>19 - 28</b>
<b>5</b>	<b>Budget Consultation</b>  <b>Item 5 - Draft SGAS and Budget MTFP Consultation</b>	<b>29 - 60</b>
<b>6</b>	<b>Devolution Deal</b>  <b>Devolution Deal v2</b>	<b>61 - 70</b>
<b>7</b>	<b>Accommodation Strategy</b>  <b>Accommodation Strategy Report</b>	<b>71 - 78</b>
<b>8</b>	<b>Combined Authority Forward Plan</b> Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the committee on any areas of interest. <b>Forward Plan - 3 December 2021</b>	<b>79 - 118</b>
<b>9</b>	<b>Overview and Scrutiny Work Programme</b> i) To receive work programme recommendations from the Lead Members ii) To comment on the status of the current Work Programme <b>Work Programme Report</b>	<b>119 - 124</b>
<b>10</b>	<b>Date of next meeting:</b> 24 <sup>th</sup> January 2022 at Fenland Hall.	

The Overview & Scrutiny Committee comprises the following members:

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

Councillor Michael Atkins

Councillor Dave Baigent

Councillor Andy Coles

Councillor Stephen Corney

Councillor Mike Davey

Councillor Doug Dew

Councillor Lorna Dupre

Councillor Mark Goldsack

Councillor Anne Hay

Councillor Amjad Iqbal

Councillor Alex Miscandlon

Councillor Judith Rippeth

Councillor Alan Sharp

Councillor Aidan Van de Weyer

Clerk Name:	Anne Gardiner
Clerk Telephone:	
Clerk Email:	anne.gardiner@cambridgeshirepeterborough-ca.gov.uk





**CAMBRIDGESHIRE  
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COMBINED AUTHORITY

# **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – OVERVIEW AND SCRUTINY COMMITTEE**

## **DRAFT MINUTES**

**Date: Monday, 22 November 2021**

**Time: 11:00**

**Location: Sand Martin House, Bittern Way, Peterborough, PE2 8TY**

**Present:**

Cllr S Corney	Huntingdonshire District Council
Cllr D Dew	Huntingdonshire District Council
Cllr L Dupre (Chair)	East Cambridgeshire District Council
Cllr A Sharp	East Cambridgeshire District Council
Cllr D Baigent	Cambridge City Council
Cllr S Smith	Cambridge City Council
Cllr M Atkins	Cambridgeshire County Council
Cllr M Goldsack	Cambridgeshire County Council
Cllr A Coles	Peterborough City Council
Cllr A Miscandlon	Fenland District Council
Cllr A Hay	Fenland District Council
Cllr J Rippeth	South Cambridgeshire District Council
Cllr A Van de Weyer	South Cambridgeshire District Council

**Officers:**

Robert Parkin	Monitoring Officer, Combined Authority
Jodie Townsend	Head of Democratic Services, Combined Authority
Robert Fox	Governance Officer, Combined Authority

**1. Apologies for Absence**

- 1.1 Apologies were received from Cllr M Davey, Cambridge City Council, substituted by Cllr S Smith.

**2. Declarations of Interest**

- 2.1 No additional declarations of interest were made.

**3. Minutes of the Previous Meeting**

- 3.1 The minutes of the meeting held on Monday, 25 October 2021 were agreed as an accurate record and signed by the Chair.

#### **4. Mayor's Opening Statement**

- 4.1 The Chair welcomed Mayor Dr Nik Johnson to the meeting and invited him to provide an opening statement in advance of questions from Members.
- 4.2 The Mayor stated he was delighted to be involved in the first Mayor's Question Time the Committee had held. He informed the Committee to he looked forward to working in a collaborative manner, moving forward, building a good community for working with Members, officers and residents.

#### **5. Questions to the Mayor from Members of the Committee**

- 5.1 The Chair referred the Committee to the pre-submitted questions for which the written responses had now been published on the website, which are available to view at [Mayor's Questions and Responses](#). The questions and responses are appended to these minutes.
- 5.2 The Chair invited Cllr Dew to ask his question. Cllr Dew asked What are the Mayor's priorities? In response the Mayor stated his priorities are to embed the 3c's message of Compassion, Co-operation and Community across the Cambridgeshire and Peterborough area, as a way to tackle climate change, ensuring better public health outcomes, reducing wealth disparity and the provision of an integrated transport system to improve the quality of life of communities in the Combined Authority area.
- 5.3 The Mayor stated he was pleased that the Combined Authority Board had endorsed a proposed framework for action to help tackle the impact of Climate Change through the Combined Authority's own work following the publication of the Cambridgeshire and Peterborough Independent Commission on Climate's final report. He also confirmed that the Climate Working Group which has recently been established will meet for the first time next month, and he stated he looks forward to working with them on implementing the Commission's initial recommendations.
- 5.4 The Mayor stated he was committed to a fairer more equitable spread of health outcomes. Also levelling-up housing, skills, digital connectivity and linking these with improved sustainable public transport to improve job opportunities to strengthen and reinvigorate communities so that postcodes do not dictate the outcomes of individuals. There will also be a greater focus on active travel schemes within the Combined Authority transport plans so the Authority is taking an active role in the fight against Climate Change.
- 5.5 The Chair invited Cllr Dew to ask a supplementary question. Cllr Dew asked the Mayor when, as a Scrutiny Committee, might it see some strategic priorities? The Mayor responded that measurement of the 3c's is often raised. To this end the Combined Authority needs to consider looking at different measures. For example, it needs to look at how close people are to green spaces; and how the region is doing in terms of health inequalities. Different metrics are needed to measure all these things the Mayor stated.
- 5.6 The Chair invited Cllr Van de Weyer to ask his question. Cllr Van de Weyer asked in the summer, in discussion with the Chair and Vice-Chair of this committee, you

said that your priorities are: climate change, public health, financial fairness and compassion. It would be of great assistance to this committee's work if you could expand on how you intend to define these priorities, how you will integrate these priorities into the work of the CPCA and how you plan to measure your success in these areas. The Mayor responded that acting with compassion leads to better co-operation across communities. The Mayor stated his priorities are in a refreshed ambition statement being received by the Combined Authority Board on 24 November 2021 and this will be subject to consultation alongside the Medium-Term Financial Plan (MTFP). The Overview & Scrutiny Committee have been invited to attend a workshop session on it in December. The Mayor informed the Committee that the budget and business plan review will flow from the ambition statement. The Mayor state more inclusive definitions of good growth means measuring and reporting on a wide range of indicators, such health and wellbeing, state of environment and progress on reducing greenhouse gas emissions.

- 5.7 The Chair invited Cllr Van de Weyer to ask a supplementary question. Cllr Van de Weyer asked the Mayor when the indicators might be produced; and whether the statement of intent being presented to the Combined Authority Board should have been presented separately from the budget? The Mayor responded that air quality indicators could be measured from this month forward. The improvement of health, and mental health and wellbeing will take longer to progress. The Combined Authority will be working with representatives of partner organisations and be collaborative across all public services. The Mayor informed the Committee that the dynamic demand transport system trial in west Huntingdonshire has been a huge success and that he wants to see improved bus services across the region. Increased active transport is a priority with the Combined Authority plans going forward.
- 5.8 The Chair asked the Mayor that two of his priorities are climate change and financial fairness. What challenges does he foresee in ensuring a just transition to net zero for all communities across Cambridgeshire and Peterborough, and how he will address them? The Mayor in response stated that nobody should be excluded or left behind as we adapt to more extreme climate events and a low-carbon future. The Mayor informed the Committee he wholeheartedly supports the recommendations from the Independent Commission on Climate Change and wishes to engage with communities on them. The Mayor stated he want to improve public transport options so people want to use it as their first option. Concerns over water management issues and avoiding future serious flooding issues is also a Mayoral priority.
- 5.9 As a supplementary question the Chair asked the Mayor how he sees his role and the role of the Combined Authority to influence climate-related areas such as flooding, reducing the volume of commercial and domestic waste, and insulation and low-carbon retrofitting of homes? The Mayor responding to the question stated that one of his influences as Mayor is the power of convening. The Combined Authority has sat alongside the Environment Agency and Anglian Water to consider water management and flooding issues and he is committed to being a champion to mitigate against flooding in the low-lying areas of Cambridgeshire and Peterborough. In terms of commercial and domestic waste management the Mayor informed the Committee that the Combined Authority is working to ensure all fleets are electric vehicles through collaboration with constituent authorities. Additionally, through collaboration, the Authority will work to try and get the same systems for recycling throughout the region. Insulation and low-carbon retro-fitting needs to be done, the Mayor responded and the MTFP includes programmes to support care homes with this.

- 5.10 The Chair invited Cllr Atkins to ask his question. Cllr Atkins asked the Mayor following the publication of the CPCA Independent Commission on Climate Change report, would the Mayor recognise the risk that the Combined Authority becomes a well-meaning talking shop on climate issues, and how will he personally ensure that substantive actions follow this work? In response the Mayor stated that he did not recognise that risk. The Mayor stated at the October CA Board he was asked a question from the public on avoiding climate catastrophe and that he is committed to working with the Board and partners to safeguard the residents and businesses and the future of the environment. The Mayor stated that he did not realise how much he cared for the environment but that it has now become a passion for him. The Board has already agreed measures to address the Authority's own operations which will see changes to the procurement of goods and services, and new climate projects are being considered in the budget refresh.
- 5.11 The Chair invited Cllr Atkins to ask a supplementary question. Cllr Atkins asked the Mayor about polling suggesting there is a wide acknowledgement that climate change is linked to human behaviours. However, polling also suggests that changes to diet and other contributory behaviours might be resisted. Therefore, what can the Mayor do to influence changes in people's behaviours? Responding the Mayor stated he has championed the use of reliable zero-emission buses. The Mayor recognised there is still a reliance on cars but will work to improve active lifestyles to benefit communities. With regard to food the Mayor will be working with the agri-tech and life sciences sectors. The farming community across the region cares about the environment and by helping that community changes can be made.
- 5.12 The Chair invited Cllr Rippeth to ask her question. Cllr Rippeth asked the Mayor following the loss of a significant part of the housing funds, what continuing role, if any, does the Mayor see for the Combined Authority in housing and affordable housing now? The Mayor responded by stating he was frustrated to have to wait for the outcome from central government with regard to the provision of housing in the region. The Mayor acknowledged the work undertaken by the Lead Member for Housing and Communities, Cllr Lewis Herbert, and stated if the Authority receives more devolved monies from central government it will accelerate new social housing programmes. Engagement with Homes England is continuing.
- 5.13 The Chair invited Cllr Rippeth to ask a supplementary question. Cllr Rippeth asked the Mayor how many houses does he believe he can deliver and in what timeframe? The Mayor in response stated he could not make any promises on definitive numbers until it is known how much money will be forthcoming from central government. The Mayor stated that he will be working continuously with the Department for Levelling-up, Housing and Communities (DLUHC) so they recognise the challenges of the availability and affordability of social housing in the region.
- 5.14 The Chair invited Cllr Sharp to ask his question. Cllr Sharp asked the Mayor what are the reasons that the Mayor cancelled the £100,000 homes scheme? The Mayor responded that he remains totally committed to social and affordable housing and is exploring new opportunities for more housing with sustainable principles and affordability at their heart. The Mayor stated he would be working with providers and the DLUHC to attempt to realise this.
- 5.15 The Chair invited Cllr Sharp to ask a supplementary question. Cllr Sharp asked the Mayor how he plans to work with the planning authorities on any future



developments? The Mayor stated he would request the Lead Member for Housing and Communities and the Director of Housing to provide Cllr Sharp with a more comprehensive answer.

## **6. Closing Comments from the Mayor and Chair**

- 6.1 The Chair thanked the Mayor for the answers to the Committee's questions and invited him to make a closing statement. The Mayor stated the 3c's are not just Mayoral values but how individual Councillor's should operate. Compassion is a strength and he wishes to be held to account and will return to the Overview & Scrutiny Committee as much as he needs to.
- 6.2 The Chair responded that the Committee would rise to the Mayor's challenges. The Chair reminded the Committee that the first public Mayor's Question Time hosted by the Committee is on Monday, 28 March 2022 and will be publicised nearer the time.
- 6.3 The Chair asked the Committee if there was anything they would wish to raise as a question at the Combined Authority Board on 24 November 2021 following the Mayor's contribution to the meeting. There were no questions to be raised.

Following the Mayor's contribution the Chair opened discussion around areas that the Committee might wish for the work programme either in the short-, medium-, or longer-term or for future briefings. The following were raised as areas the Committee could consider moving forward:

- Domestic/commercial waste: delivering similar processes across all constituent authorities
- Growth Ambition Statement: when the indicators are revealed the Committee to consider these
- Affordable and Social Housing: the issue of developers not being accommodating to build such housing and developers not meeting their affordable housing targets; and the issue of funding from central government and the Mayor's ongoing discussions with the DLUHC
- Retro-fitting and insulation: the ability of the Mayor to push his authority downwards to constituent authorities to spend money on this; and support and advice for residents across all tenures
- Flooding and water management: what influence can the Mayor bring to these with constituent authorities?
- The Mayoral philosophy: reflecting on how the Committee understands the developing metrics and how these are applied to skills, transport, and housing

As Lead Member for Climate Change Cllr Atkins raised how can he get involved with the Climate Change Working Group? The Monitoring Officer responded he would ascertain how the Working Group will conduct its business and provide a response to the Chair and the Committee on engagement with scrutiny.

## **7. Overview and Scrutiny Work Programme**

- 7.1 The two scoping documents presented to the meeting were noted. Cllr Atkins stated he would be presenting a complementary timeline to the Committee on the Climate Change scoping document.

- 7.2 The Chair stated she would bring a report on the Devolution Deal to the next meeting of the Committee.
- 7.3 It was agreed that the budget and the growth strategy would both need due attention from the Committee following the responses to the Mayor's questions.
- 7.4 Cllr Goldsack as rapporteur for the work on the Combined Authority's Accommodation Strategy agreed to prepare an update for the Committee's next meeting.

## **8 Date and Time of Next Meeting**

- 8.1 The Chair confirmed the next meeting of the Committee would be on Monday, 13 December 2021 at 11:00 at New Shire Hall, Alconbury.
- 8.2 There was some discussion over the use of New Shire Hall as a future venue for Committee meetings as concern was raised to its accessibility for those travelling by public transport or active travel. It was agreed that the December meeting would remain at the venue but the scheduled Committee meetings in February and April be moved to alternative venues.

The meeting closed at 12:29

Overview and Scrutiny Committee – Mayor’s Question Time Session - 11am 22<sup>nd</sup> November 2021

Topics:

- Mayor’s Priorities
- Affordable Housing

Question received by the O&S Committee:

The Chair and Vice Chair have agreed that the questions on the Mayor’s priorities will be asked first followed by the Affordable Housing topic.

Each question will be read out by the member who submitted it and will be allowed a supplementary follow up question.

Member	Question
<b>Mayors Priorities</b>	
Cllr Doug Dew	<p>What are the Mayor’s priorities?</p> <p>Response: My priorities are to embed the 3c’s message of Compassion, Co-operation and Community across the Cambridgeshire and Peterborough area.</p> <p>I also want to pay particular attention to the fourth C of Climate Change. The Cambridgeshire and Peterborough Independent Commission on Climate, chaired by Baroness Brown recently published their final report and I was pleased that the CPCA Board endorsed a proposed framework for action to help tackle the impact of climate change through the Combined Authority’s own work. I am also pleased that the Climate Working Group is set to meet for the first-time next month, and I look forward to working with them on implementing the Commission’s initial recommendations through the creation of an ambitious and comprehensive Action Plan.</p>

	<p>I want to see a fairer, more equitable spread of health outcomes, job prospects, housing, and digital connectivity across the region. For far too long communities within the North of our region, particularly villages and towns within the Fenlands, have been disconnected from the rest of region, through poor transport connections, lack of digital connectivity, and equal job opportunities. I want to work to strengthen and reinvigorate these communities and ensure that our communities do not feel that their postcode defines their opportunities. The devolution deal sets out a goal of doubling our GVA, and this is something I also support and will work to enable through the incorporation of Lifebelt Economics.</p> <p>Part of improving the quality of life of our communities will involve providing an integrated transport system. Better transport connections will broaden employment and education opportunities for our communities. My priority is to introduce a connected low-cost light rail connecting towns across the Fenlands, such as Wisbech and March, Peterborough and remote towns in East Cambs onto Suffolk. With the first cohort of students arriving at ARU Peterborough next year, improving transport connections for Fenland towns to Peterborough and the rest of the region will open a variety of doors, for our young people and wider communities. I also believe that an improved bus network will support connectivity for local villages and towns. By ensuring that these transport methods are sustainable, and by placing greater focus on the incorporation of active travel schemes within our transport plans, I hope for the Combined Authority to take an active role in the fight against climate change. Affordable and social housing also play a role within my priorities, I want to place a focus on using modern methods of construction and retrofitting of existing projects to improve their sustainability. I also want the Combined Authority to play a role in helping to tackle water stress, including the issue of flooding in the North of the region and the Fens, as well as the stress on the chalk streams and water aquifers in the South.</p>
Cllr Van De Weyer	<p>In the summer, in discussion with the Chair and Vice-Chair of this committee, you said that your priorities are: climate change, public health, financial fairness and compassion. It would be of great assistance to this committee's work if you could expand on how you intend to define these priorities, how you will integrate these priorities into the work of the CPCA and how you plan to measure your success in these areas.</p>

	<p>Response:</p> <p>I have put my priorities to the November Board in a refreshed ambition statement for the Combined Authority. This will be subject to consultation alongside the MTFP budget. I am very keen that the O&amp;S Committee should have a look at it and give views, and officers have suggested to your Chair that they would be willing to support a workshop discussion on it. This vision statement puts sustainable growth as the core aim of the Authority and will influence everything it does. The budget and business plan review flow from this ambition. A more inclusive definition of 'good growth' means measuring and reporting on a wide range of indicators, such health and wellbeing, state of environment and progress on reducing greenhouse gas emissions.</p>
Cllr Dupre	<p>You have said that two of your priorities are climate change and financial fairness. What challenges do you foresee in ensuring a just transition to net zero for all communities across Cambridgeshire and Peterborough, and how will you address them?</p> <p>Response:</p> <p>I have made it clear that no one should be excluded or left behind as we move to a low carbon future and adapt to more extreme climate events in Cambridgeshire and Peterborough. The Independent Commission on Climate explored the challenges of a just transition, finding that our more deprived communities are amongst the most vulnerable to the impacts of climate change. I wholeheartedly support the Commission's recommendations on just transition principles and engaging with our communities.</p> <p>I know that residents need good, affordable options so that they can make changes. This is shaping thinking on the refresh of the local transport and connectivity plan, and is an outcome we need to achieve in the bus service improvement plan.</p> <p>Its not all about funding, but the Commission did highlight the massive scale of public and private investment needed. For too long the needs of the area have not been properly recognised or resourced. As one of the most vulnerable areas to climate change in the UK</p>

	we need the investment to face those challenges, and I am taking that up directly with Ministers.
Cllr Atkins	<p>Following the publication of the CPCA Independent Commission on Climate Change report, would the Mayor recognise the risk that the Combined Authority becomes a well-meaning talking shop on climate issues, and how will he personally ensure that substantive actions follow this work?</p> <p>Response:</p> <p>I am pleased to say the Board has already agreed measures to address the Authority's own operations. This will see changes to the procurement of goods and services, and new climate projects will be considered in the budget refresh. Looking outwards, the Board has also backed closer involvement in the preparation of the Regional Water Plan, a crucial part of addressing future water supply. More actions are being scoped and will be considered through the usual assurance processes of the Authority.</p> <p>I will refer you to my previous answer on putting the sustainable growth ambition statement to the Board, with a wider basket of measures to track progress.</p> <p>At the October Board I was asked a public question about avoiding a climate catastrophe. My answer then, as now, is we have a collective responsibility to mitigate against climate catastrophe, and I will work with the Board and others to safeguard our residents, businesses and natural environment's future.</p>
<b>Affordable Housing</b>	
Cllr Judith Rippeth	<p>Following the loss of a significant part of the housing funds, what continuing role, if any, does the Mayor see for the CA in Housing and affordable housing now?</p> <p>Response:</p> <p>The Mayor notes the priority the Government has placed on social rent properties and intends to focus on working with partners to develop policies which will deliver affordable housing to those in greatest need, as well as pushing for more lower cost homes for</p>

	<p>purchase through planning gain on new development. The CPCA team will also engage in a continuous market engagement process with Homes England as part of their 2021/26 national housing programme.</p>
Cllr Sharp	<p>What are the reasons that the Mayor cancelled the £100,000 homes scheme?</p> <p>Response:</p> <p>The policy to encourage delivery of units was being overtaken by the introduction of national planning policy, specifically the First Homes Policy which had many similarities to the CPCA £100k homes policy but is being rolled out nationwide .</p> <p>The objectives of the £100k homes programme were worthy, but the scale of the delivery was limited and the funding resources that enabled the loans to deliver the majority of the £100k homes opportunities are now no longer available.</p> <p>The Mayor recognises that the national First Homes policy, which came into effect for all planning authorities from 28 June 2021, goes a long way to addressing the demand for affordable housing for sale. This has reinforced the Mayor's opinion that the CPCA is correct step away from the £100K Homes policy and allow the Government to deliver First Homes at scale directly through the local planning authorities.</p>







## Overview and Scrutiny Committee Action Log

Purpose: The action log records actions recorded in the minutes of Overview and Scrutiny Committee meetings and provides an update on officer responses.

### Minutes of the meeting 22 November 2021

Minute	Report title	Lead officer	Action	Response	Status
5	Questions to the Mayor from members of the Committee	Mayor Dr Nik Johnson	How will the Mayor work with the planning authorities on any future developments?	The Mayor stated he would request the Lead Member for Housing and Communities and the Director of Housing to provide a more comprehensive answer.	Open
6	Closing Comments from the Mayor and Chair	Robert Parkin	How can the Lead Member for Climate Change get involved with the Climate Change Working Group?	The Monitoring Officer responded he would ascertain how the Working Group will conduct its business and provide a response to the Chair and the Committee on engagement with scrutiny.	Open
7	Overview & Scrutiny Work Programme	Anne Gardiner/Robert Fox	A report from the Chair of the Committee to be provided on the Devolution Deal	Report to be provided at the O&S Committee on 13 December 2021.	Closed
7	Overview & Scrutiny Work Programme	Anne Gardiner/Robert Fox	To provide an update report on the Accommodation Strategy: Rapporteur – Cllr Mark Goldsack	Report to be provided at the O&S Committee on 13 December 2021.	Closed
8	Date and Time of Next Meeting	Saffron Bamforth	Meetings booked for New Shire Hall, Alconbury in February and April to be relocated	Meeting venues amended.	Closed

### Minutes of the Meeting – 25<sup>th</sup> October 2021

5	Transport Update	Mayor Johnson/ Mehmet Ahmet	Mayor to provide more information on the Bus Review, including the 905 service and the DRT service.	A report will be drafted and issued in due course.	Open
7	Overview and Scrutiny Arrangements Update	Saffron Bamforth/ Jodie Townsend	ODNs/MDNs on website, review of publishing process	Officers met on 8 <sup>th</sup> November to discuss process – update to be provided at December meeting.	CLOSED

## Report title: Review of Overview and Scrutiny Arrangements Update

To: Overview and Scrutiny Committee

Meeting Date: 13<sup>th</sup> December 2021

Public report: Yes

From: Anne Gardiner  
Governance Manager

The Overview and Scrutiny Committee is recommended to:

### Recommendations:

- a) Note and comment on the Action Log from officers. (Appendix 1)
- b) Approve the Conflict of Interest Protocol (Appendix 2)

Voting arrangements: Simple majority of all members

## 1. Purpose

- 1.1 To provide the Overview and Scrutiny Committee with an update on the work being carried out by officers in relation to the actions recommended by the Centre for Governance and Scrutiny (CfGS).

## 2. Background

- 2.1 The Centre for Governance and Scrutiny published their second edition on guidance to overview and scrutiny in Combined Authorities. This second edition reflects upon the past three years of practice since the introduction of CA's. It provides guidance around how scrutiny can best operate in practice.

The guidance may be found here: [Revised guidance: Overview and Scrutiny in Combined Authorities - Centre For Governance and Scrutiny \(cfgs.org.uk\)](https://www.cfgs.org.uk/revised-guidance-overview-and-scrutiny-in-combined-authorities)

- 2.2 Following this guidance being published the CPCA Overview and Scrutiny Committee held an informal workshop with CfGS to discuss some of the points raised within the guidance and requested that a proposal be brought forward from CfGS to carry out a review of the current scrutiny arrangements at the CPCA.
- 2.3 The Committee received the recommendations at their meeting on the 28<sup>th</sup> June 2021 and a further report detailing the timetable for the actions at their meeting on the 26<sup>th</sup> July 2021.
- 2.4 The attached Action Log (Appendix 1) details what progress has been made and planned actions over the coming months.

## Mayoral Decision Notices & Transparency

- 2.5 The Centre for Governance and Scrutiny report and recommendations were taken to the CA Board on 29<sup>th</sup> September 2021. Report can be found [here](#). The CA Board approved an amendment to the report which stated: 'The CA Board note the importance of Overview and Scrutiny Committee scrutinising Mayoral Decision Notices, as those Notices bypass the normal checks and balances of the Combined Authority.'
- 2.6 At the meeting in October the Committee requested that officers investigate the process and publishing notification for Mayoral Decision Notices.
- 2.7 Upon review it was discovered that accessing Mayoral Decision Notices via the CPCA webpages was not straight forward and that the web pages were also not fully up to date with all Mayoral Decision Notices.
- 2.8 Subsequent improvements have been made to the Transparency section of the webpages to ensure that:
- mayoral decisions can be searched for via the search box
  - there is a clearly defined area in the Transparency section for Mayoral Decision Notices and Officer Decision Notices
  - Mayoral Decision list and Officer Decision lists have been updated to ensure they are up to date
- 2.9 The process regarding Mayoral Decisions has also been refined to ensure clear lines of responsibility are identified for the necessary steps within the process. Most importantly it has been made clear that Mayoral Decision Notices should be published on the webpages within 3 days and an additional step has been added to ensure that all members of the Overview and Scrutiny Committee are informed as soon as a Mayoral Decision has been taken and is ready to be published on the webpages.
- 2.10 Informing Overview and Scrutiny Committee Members of decisions once they have been taken is a vital step in delivering an effective call-in process.
- 2.11 The Committee had also raised concerns around the access to background documents prior to the last CA Board meeting, as a result additional guidance will be provided to report authors around report requirements including the need to provide the required background papers.

- 2.12 This guidance will be created as part of the ongoing governance improvements being developed by Governance Services, it will be developed alongside a review of report templates and reporting practices and processes that will also be picked up in the Governance Review.

## Overview & Scrutiny Committee Conflict of Interest Protocol

- 2.13 A proposed protocol on Committee Conflicts of Interest (Appendix 2) is presented for approval. This was one of the actions from the CfGS report to align with the Information Sharing protocol agreed at the October meeting of the Committee. The proposed protocol takes the former Ministry for Housing, Communities and Local Government guidance for Overview & Scrutiny Committees at Councils and Combined Authorities in relation to conflicts of interest as a basis. The Combined Authority's current Constitution's conflicts of interest policy (contained within Chapter 19 of the [CPCA Constitution](#)) is also applied.

## 3. Financial Implications

- 3.1 None

## 4. Legal Implications

- 4.1 None.

## 5. Appendices

- 5.1 Appendix 1 – O&S Review Action Log  
5.2 Appendix 2 – Conflict of Interest Protocol

## 6. Background Papers

- 6.1 [O&S March Report](#)  
6.2 [O&S March Appendix](#)  
6.3 [CA Board Report - March](#)  
6.4 [O&S Report – 28<sup>th</sup> June 2021](#)  
6.5 [O&S Report – 26<sup>th</sup> July 2021](#)  
6.6 [O&S Report – 23<sup>rd</sup> August 2021](#)  
6.7 [O&S Report – 27<sup>th</sup> September 2021](#)  
6.8 [O&S Report – 25<sup>th</sup> October 2021](#)



CfGS Actions – Checklist

Action	Progress	Deadline
<b>The Chair to convene an informal session for the committee to explore and decide on a renewed and more explicit focus for their work.</b>	Meeting held on 12 <sup>th</sup> July – further informal sessions can be scheduled at the committee's request if required.	Ongoing
<b>The Chair, the Mayor and the CA Monitoring Officer to begin meeting regularly to ensure that the strategic purpose of scrutiny is understood and acted on</b>	Next meeting scheduled for the 15 <sup>th</sup> December	
<b>When a clear role and purpose for scrutiny can be clearly articulated, work on internal communications to be carried out to ensure that this is understood by the wider CA (including CA Board members and officers).</b>	Chair and Vice chair have been invited to attend the Executive Team meeting on the 15 <sup>th</sup> December to discuss the role and purpose of scrutiny.	
<b>CA officers, in support of the Chair, to engage with constituent councils to better understand</b> <ul style="list-style-type: none"> <li>- how their nominated members can be better supported, and</li> <li>- how the business of CA scrutiny can be administered to support members to attend and engage with the work of the function</li> </ul>	Meeting held with Constituent Council Democratic Service Teams – with the action for them to speak with their members and feedback to CA  Meeting between Chair's to be arranged.	
<b>A role profile setting out mutual expectations for scrutiny members – including around information access, support arrangements and</b>		Report approved at September meeting

<b>requirements around commitment – to be agreed and circulated.</b>		
<b>a new approach to the sharing of information with scrutiny members which involves:</b>  a) an end to the regular sharing, and scrutiny of, Mayoral decisions at committee, with information being shared on an ongoing basis outside of committee to inform the appropriate escalation of issues to committee based on need; b) more clarity to members in the management of items and reports deemed to be exempt from publication c) the assignment of individual councillors to act as “rapporteurs”, to develop a subject expertise in specified areas of policy, to highlight issues of importance to the chair for escalation to committee and potentially to lead on questioning on such matters.		Report approved at 25 October 2021
<b>use of shared information, the forward plan and frequent Chair/Mayor/MO conversations to identify forthcoming decisions, and to discuss the developing work programme.</b>	Regular meetings agreed with the Mayor in principle – also to include conversations with relevant directors and CEO as the committee deem necessary.	Ongoing
<b>in the short term, the scheduling of regular, short, informal sessions for the committee to discuss and agree work programming priorities. move forward with a proportionate approach to targeted task and finish working in the medium term</b>	Scoping Document developed and agreed by committee for use from September onwards.	Committee review effectiveness



<b>the programming of a regular and general Mayor's Question Time to allow high profile, direct holding to account of the Mayor to continue</b>	First Mayor's Question Time – November 2021  Second Mayor's Question Time to be scheduled – March	22 <sup>nd</sup> November 2021  25 <sup>th</sup> March 2022
<b>work by the MO and others to consider how scrutiny can productively be engaged in the ongoing governance of SPVs</b>		October – informal session held 11 <sup>th</sup> October 2021



### Cambridgeshire & Peterborough Combined Authority: Overview & Scrutiny Committee Conflict of Interest Protocol

1. Below is an extract from the then Ministry of Housing, Communities and Local Government's Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, May 2019:

*Paragraph 25. "Authorities are reminded that members of the executive cannot be members of a scrutiny committee. Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa."*

*Paragraph 31. "Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person."*

2. This protocol leans heavily on the above extract which gives clear direction on who should, or should not, sit on a scrutiny committee and is clear that "Authorities should articulate in their constitutions how conflicts of interest between executive and scrutiny responsibilities should be managed". To that end Annex 1 of Chapter 19 of the Combined Authority's current Constitution states:

*"You need to register your interests so that the public, Authority employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a document that can be consulted when (or before) an issue arises, and so allows others to know what interests you have, and whether they might give rise to a possible conflict of interest", it continues "It is also important that the public know about any interest that might have to be declared by you or other members, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained."*

3. The government guidance from May 2019 and the Combined Authority Constitution should preclude Members who are on the executive or in a position with decision-making powers at a constituent authority from being appointed, by the Committee, to a Lead Member role for the portfolio/field for which they might be appointed. For example, a Member who is the Cabinet Member for the Highways portfolio at their constituent authority they should

not be Lead Member for Transport; or if they are the Housing Committee Chairman they should not be Lead Member for Housing etc. It is suggested that any Member of the Committee in an Executive role at a constituent authority declares this at this meeting, and any subsequent meeting if they have been recently appointed to such a position.

4. The nature of the Rapporteur role is different from that of a Lead Member and care should be exercised when Members are carrying out these duties to avoid possible conflicts of interest.

## Draft Sustainable Growth Ambition Statement and 2022/23 draft budget and medium-term financial plan 2022 to 2026

To: Overview and Scrutiny Committee

Meeting Date: 13 December 2021

From: Jon Alsop, Chief Finance Officer

Recommendations: The Committee is recommended to:

- a) Note the Draft Sustainable Growth Ambition Statement for consultation.
- b) Note the CPCA's draft 2021-22 Budget and Medium-Term Financial Plan for consultation.
- c) Provide any feedback the Committee wishes to be formally included in the consultations

Voting arrangements: A simple majority of all Members-

## 1. Purpose

- 1.1. This paper sets out the Draft Sustainable Growth Ambition Statement and 2022/23 draft Budget for 2022/23 and Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2022/23 to 2025/26, as approved by the Board for consultation purposes on 24th November 2021.
- 1.2. The Overview and Scrutiny Committee is specifically designated as a consultee on the Combined Authority's draft budget in the Constitution and this report gives the Committee an opportunity to provide a formal response to the consultation.
- 1.3. This report also provides an opportunity to provide a formal response to the Draft Sustainable Growth Ambition Statement Consultation.

## 2. Background

- 2.1. According to the Constitution, "The draft Budget shall be submitted to the Combined Authority Board for consideration and approval for consultation purposes only before the end of December each year. The Combined Authority Board will also agree the timetable for consultation and those to be consulted. The consultation period shall not be less than four weeks, and the consultees shall include Constituent Authorities, the Local Enterprise Partnership and the Overview and Scrutiny Committee."
- 2.2. This year, alongside the statutory budget consultation, the Combined Authority approved consultation on its draft Sustainable Growth Ambition Statement. This sets out the Combined Authority's underpinning ethos for the strategic framework which is being developed, including the Local Transport and Connectivity Plan and the Economic Recovery Strategy.

### Development Timetable

- 2.3. The approved timetable for agreeing the Statement, the budget and MTFP is as follows:

<b>Proposed Statement and Budget Setting Timetable</b>	<b>Day</b>	<b>Date</b>
CPCA Board Meeting (to receive and approve the draft Statement, Budget and MTFP for consultation)	Wed	24/11/21
Draft Statement and Budget Consultation Period Starts	Thu	25/11/21
Overview and Scrutiny Committee Meeting (Consultation)	Mon	13/12/21
Consultation Ends	Fri	31/12/21
Overview and Scrutiny Committee Meeting	Mon	24/01/22
CPCA Board Meeting to Approve the Statement, and 2022/23 Budget and MTFP	Wed	26/01/22

- 2.4. This is in accordance with the key dates and statutory deadlines as set out in the Constitution (Budget framework) and the Finance Order (where these fall on weekends the final working day has been substituted):

<b>Date</b>	<b>Activity</b>
Friday 31 <sup>st</sup> December 2021	Deadline for Draft CA budget to the CA for consideration and approval for consultation (Budget Framework).
Not less than 4 weeks Duration	Consultation period (Budget Framework)
Monday 31 <sup>st</sup> January 2022	Deadline for the Mayor to notify the CA of the Mayor's draft budget for 2022/23 (Finance Order)
Monday 31 <sup>st</sup> January 2022	Deadline for proposed CA budget to be submitted to the CA Board, including consultation responses and the Mayor's budget (Budget Framework)
Within five working days of above	CA Board shall meet to consider the budget and may agree a report (Budget Framework)
At least five working days of report published if amendments to the Mayor's Budget are proposed	CA Board shall meet to re-consider the budget (Budget Framework)
Monday 7 <sup>th</sup> February 2022	Deadline for CA to report on the Mayor's draft budget (Finance Order)
At least five days from receipt of report	Deadline for the Mayor to respond to the CA report (Finance Order)
5 Days after end of deadline period above	Deadline CA to veto or approve Mayor's draft budget (Finance Order)
Monday 14 <sup>th</sup> February 2021	Deadline for issuing the Transport Levy to Peterborough City Council and Cambridgeshire County Council

## Consultees

The consultees on the draft budget and MTFP must, as a minimum, include the following organisations, and these parties will also be key consultees for the statement:

- Cambridge City Council
- Cambridgeshire County Council
- East Cambridgeshire District Council
- Fenland District Council
- Huntingdonshire District Council
- Peterborough City Council
- South Cambridgeshire District Council
- The Business Board
- CPCA Overview and Scrutiny Committee

The draft statement, budget and MTFP will also be set out on the Combined Authority

website and a communications campaign will be run to encourage public engagement and feedback.

### **Budget Setting Objectives**

- 2.5. The overarching objective is to set an affordable and balanced budget that supports delivery of the ambitions and priorities of the Mayor and the Combined Authority.
- 2.6. As the Combined Authority is in the process of refreshing its strategic vision for the area in light of changing circumstances since its inception the draft 2022/23 budget and medium-term financial plan have been set with a light touch approach – there are no changes to existing projects included in the Budget and MTFP – the focus has been on updating and rolling forward existing budgets and projects and incorporating the decisions of the Combined Authority Board to the end of October 2021.
- 2.7. Significantly it does not contain indicative substantial new investments across the area as has been the practice in previous years, and instead maintains a significant capital headroom across the MTFP period. This will enable the Combined Authority Board to have the flexibility to allocate funds, against a refreshed purpose and agreed priorities, to deliver the best interventions guided by the new strategic framework underpinned by the devolution deal commitment – to double GVA – and the Sustainable Growth Ambition Statement.
- 2.8. Other objectives and principles adopted in the development of the proposed draft budget and MTFP are as follows:
  - Budget preparation has taken account of the level of reserves brought forward from previous financial years, and of expected annual funding streams from 2022/23 onwards to ensure that spending plans continue to be affordable.
  - The 2022/23 Budget and MTFP provides a clear presentation of capital and revenue budgets on a Directorate basis, strengthening the link between spending plans and funding sources.
  - The staffing structure and budgets will continue to be managed at a corporate level by the Chief Executive as Head of Paid Service. As part of this, work is beginning on an organisational design, linked to organisational purpose and priorities to ensure the organisation continues to be appropriately resourced to best meet and support these.
  - The Budget and MTFP identifies staffing costs and other contributions to ‘overheads’ associated with grant funded programmes and these are recharged to the relevant directorate budget line.
  - The Budget and MTFP provides a clear presentation of projects where budget lines have already been approved by the Board, and of those projects which are ‘Subject to Approval’.
  - The Budget takes a prudent approach to funding – new funding sources are not recognised until funding agreements have been received from Government. This means that the draft budget does not include the recently announced Zero Emissions Bus Regional Area funding, nor the Community Renewal Fund. It is anticipated that documentation will be in place in time for their inclusion in the final version of the budget presented in January.



- 2.9. In accordance with the Constitution, all expenditure lines which are indicated 'subject to approval' will need to be approved by the Board before any expenditure can be incurred against them.
- 2.10. All Revenue and Capital expenditure lines included within the 2022/23 budget envelope and the MTFP, including both 'approved expenditure' and 'subject to approval' expenditure, are affordable and provide a balanced budget.
- 2.11. There is no proposal to precept constituent authorities or raise a Council Tax levy for the 2022/23 financial year.
- 2.12. The attached appendices provide the summary positions and detailed supporting schedules for both Revenue Expenditure (Appendix 1) and the Capital Programme (Appendix 2).

### 3. The Sustainable Growth Ambition Statement

- 3.1. The Constitution and Assurance Framework require our funding to be allocated in line with the Combined Authority's strategic policy framework. A key element of that policy framework is the Growth Ambition Statement. This statement was adopted by the Combined Authority in November 2018 and now needs to be updated.
- 3.2. On 24<sup>th</sup> November 2021, the Board agreed the draft new Sustainable Growth Ambition Statement set out at Appendix 3 for consultation. This restates the Devolution Deal commitment to double the size of the Cambridgeshire and Peterborough economy over the 25 from the date of the Deal. It also describes the six themes which inform the Combined Authority's investment programme.
- 3.3. The draft Sustainable Growth Ambition Statement's investment themes will be supported by measurable outcomes. These will provide a more robust and consistent framework for prioritising future investments and developing business cases that are consistent with the principles of the HM Treasury Green Book.
- 3.4. As was the case with the previous Growth Ambition Statement, the Sustainable Growth Ambition Statement will provide the strategic policy anchor for future updates of the other key policy documents that make up the Authority's strategic framework.
- 3.5. The draft Sustainable Growth Ambition Statement is being consulted on alongside the draft Budget and MTFP with feedback provided to Leaders in January ahead of a paper proposing a final version of the Statement be adopted at the Combined Authority Board meeting at the end of January.

### 4. Draft budget for 2022/23 and MTFP for the period 2022/23 to 2025/26

- 4.1. This report presents draft Revenue and Capital Budgets, reflecting decisions taken by the

Combined Authority Board up to the end of October 2021, in line with agreed accounting policies. Overall affordability remains the key factor in agreeing a balanced budget and this paper maintains the presentation, established in the 2021-22 Budget, to clearly align Directorate Budgets with funding sources. The budget tables also differentiate between budgets which can be committed without further Board approval ('approved' projects and non-discretionary operational costs) and those that are 'subject to approval' by the Board.

## 5. Funding

- 5.1. Funding summaries for planned and projected 'Revenue' expenditure and 'Capital' expenditure over the lifetime of the MTFP are shown in Tables 1 and 2 on the next page. These show the expected fund balances available in each year of the MTFP and are made up of reserves brought forward and expected in year funding. These tables show the movement against these funds for both 'approved' and 'subject to approval' expenditure profiles. The positive overall balance for Revenue at the end of each year and at the end of the MTFP period (2025/26 - £9.8m), and for Capital (2025/26 - £51.7m), indicate that the budget is balanced and affordable.
- 5.2. The significant capital headroom seen throughout the MTFP period reflects the current position of the Combined Authority in its vision and policy setting agenda. With a new focus on sustainable growth, as set out earlier in the report, the Combined Authority is refreshing its major strategies to align with this vision and maintaining the flexibility these capital reserves provide will enable meaningful investment into the policy areas and interventions that are driven from the new strategies.
- 5.3. That said, the Combined Authority is aware that it cannot achieve the scale of its ambition with its resources alone and so will seek to work collaboratively with its Constituent Authorities, Central Government, and local businesses to leverage other funding sources and ensure that the maximum impact, and value for money, can be delivered from the resources devolved to the area.
- 5.4. In Table 1, the 'Earmarked Reserves' line is made up of the minimum revenue reserve, the election reserve and a top-slice funding reserve. The top-slice reserve is fully committed in 2022/23. The 'EU Funds' are a combination of both European Research Development Funding and European Social Funding grants. Other Transport and other Business and Skills are made up of accumulated small grants in those areas.
- 5.5. The Business Board's revenue funds are a combination of locally retained enterprise zone receipts and interest on loans made from the recycled capital funding sources.
- 5.6. In Table 2 the 'Capital Single Pot' is made up of both Capital gainshare and Transforming Cities Funds.
- 5.7. These tables indicate that all revenue and capital expenditure lines included within the 2021/22 budget envelope and the MTFP, including both 'approved' and 'subject to approval' expenditure, are affordable and provide a balanced budget.

**Table 1 - CPCA Revenue Funding Summary**

	2022/23					2023/24				2024/5				2025/6			
Source of Funding	Forecast balance at 1/4/22	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Revenue Single Pot	(4,982)	(8,376)	6,695	1,586	(5,078)	(7,975)	7,089	1,520	(4,444)	(7,675)	7,535	1,520	(3,063)	(7,611)	7,692	170	(2,813)
Earmarked Reserves	(2,357)	(265)	993	-	(1,628)	(145)	454	-	(1,319)	(416)	466	-	(1,269)	(461)	1,244	-	(486)
Business Board Revenue Funds	(206)	(972)	1,032	-	(146)	(1,009)	348	-	(807)	(1,009)	348	-	(1,468)	(1,009)	250	-	(2,227)
Adult Education Budget (AEB)	(868)	(11,989)	11,338	-	(1,520)	(11,989)	11,338	-	(2,172)	(11,989)	11,338	-	(2,824)	(11,989)	11,338	-	(3,476)
Transport Levy	-	(13,300)	13,300	-	-	(13,566)	13,566	-	-	(13,838)	13,838	-	-	(14,115)	14,115	-	-
EU funds	-	(2,300)	2,300	-	-	(635)	635	-	-	-	-	-	-	-	-	-	-
Other transport	(781)	-	-	-	(781)	-	-	-	(781)	-	-	-	(781)	-	-	-	(781)
Energy Hub	(3,414)	-	3,414	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other B&S	(60)	(871)	871	-	(60)	(846)	846	-	(60)	(746)	746	-	(60)	(746)	746	-	(60)
Total	(12,668)	(38,074)	39,943	1,586	(9,213)	(36,166)	34,277	1,520	(9,583)	(35,672)	34,271	1,520	(9,465)	(35,931)	35,384	170	(9,843)

**Table 2 - CPCA Capital Funding Summary**

	2022/23					2023/24				2024/5				2025/6			
Source of Funding	Forecast balance at 1/4/22	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Capital Single Pot	(32,269)	(33,000)	6,157	31,769	(27,343)	(12,000)	2,001	9,200	(28,142)	(12,555)	42	5,300	(35,355)	(12,184)	-	-	(47,539)
Housing	(735)	(37,588)	28,389	-	(9,934)	(6,000)	15,674	-	(260)	(3,705)	3,965	-	-	-	-	-	-
Recycled Growth Funds / Getting Building Fund	(8,192)	(1,138)	5,250	-	(4,080)	(558)	500	-	(4,138)	-	-	-	(4,138)	-	-	-	(4,138)
Highways Capital Grants	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-
Total	(41,196)	(99,421)	67,491	31,769	(41,356)	(46,253)	45,870	9,200	(32,539)	(43,954)	31,701	5,300	(39,492)	(39,879)	27,695	-	(51,676)

## 6. The Combined Authority's Budget

- 6.1. The revenue budget covers the operational costs of the Combined Authority including staffing and staff related costs, corporate overheads and externally commissioned costs. Other 'revenue' costs include:
- Business Board funding and activities.
  - Ongoing devolution of the Adult Education Budget (AEB) which commenced in the 2019/20 academic year.
  - Drawdown from the Mayoral Election Reserve to fund the costs of the election in 2025/26.
  - Allowance for interest charged on (potential) capital borrowing.
- 6.2. Overall affordability is a key principle in creating a lawful budget and for ensuring financial control over the period of the MTFP. The budget has also been presented to highlight the governance processes for budget lines which are described as 'Approved' and 'Subject to Approval' Schemes.
- An **Approved Budget** line is one that the Board has already approved. Spending against budget lines is permitted without further approval.
  - A **Subject to Approval** budget line is noted within the overall budget affordability envelope, but further approval will be required from the CA Board to approve the spending.
- 6.3. A highlight of the key projects and programmes for each of the Directorates is included below and a detailed breakdown of Directorate budgets and anticipated MTFP expenditure is shown in **Appendices 1 and 2**. Please note that where a budget line is not specified, this is deemed to be an Approved Budget line.
- 6.4. The revenue budget position for 2022/23 and the MTFP, including both approved and subject to approval expenditure is affordable within the anticipated funding sources. Current spending plans leave uncommitted revenue single pot funding of £2,813k at the end of 2025/26 in addition to the minimum revenue reserve set at 2% of gross expenditure.
- 6.5. **Mayor's Budget**

The Mayor's Office budget is included within this report for completeness as it draws on CPCA funding sources. However, the mayoral budget has a different approval process to the non-Mayoral Combined Authority budget. The process for determining the mayoral budget is set out in the Combined Authorities (Finance) Order 2017.

## 7. Corporate Services Directorate

- 7.1. Given the 'non-discretionary' nature of the majority of Corporate costs, which are driven by policy and operational requirements, all but the capacity funds are deemed as "Approved".
- 7.2. Corporate Services are those services which support the business of the organisation. They comprise finance, legal, governance and audit, procurement, HR and communications. Two of the three statutory officers, the Monitoring Officer and the Chief Finance Officer are based in this Directorate. Together they provide the foundation that supports the business, skills, transport and housing teams to deliver to the people of Cambridgeshire and Peterborough. The Corporate Services Directorate comprises professionally qualified officers with specialised knowledge, exercising best practice to serve internal officers in the delivery of the corporate objectives.
- 7.3. The key functions of this Directorate are to ensure economy and efficiency in the delivery of services by providing a balanced budget which aligns with the business plan, regulate the good conduct of members and officers, ensure that the work of the organisation is communicated to the public and provide advice to the various decision-making groups, such as the CPCA Board meeting, the Overview and Scrutiny Committee and the Audit & Governance Committee. The officers of this team are constantly assessing the work of the CPCA to ensure that decisions make best use of public funds, are lawful and meet the policy goals of the members.

### Response Funds

- 7.4. The Corporate Response Fund enables the organisation to react to emerging ideas, concepts, and central Government policy. Use of this funding requires the approval of the Chief Executive.
- The directorate response funds from prior years have been centralised to create the "Programme Response Fund". This allows for maximum flexibility and removes silo working from the Combined Authority's ability to respond to emerging issues and opportunities. As with the directorate response funds the Programme Response Fund is 'Subject to Approval' and so requires Board approval prior to allocation.

## 8. Business and Skills Directorate

- 8.1. **Our vision** is to deliver the Board's goal of doubling our economy, under the devolution deal, in a way that is fairer, more inclusive, and would not happen without the activity and programmes of the Combined Authority. One that is greener for the planet, transforms life chances and healthier for our communities.
- 8.2. **Our mission** is to level-up the opportunity of access to both high-quality education and high-quality employment, in order to tackle persistent inequalities in economic, social and health outcomes across our communities.
- 8.3. In terms of education and skills this means:

- **Inspiring more young people in school to continue their education**, with the

aspiration to double the proportion of school leavers in full time education from just 17% locally in the north, closer to the 33% national average.

- **Inspiring more young people into careers that can transform their life chances**, raising social mobility across the county, and especially in Peterborough and Fenland which are ranked 191st and 319th respectively, out of 324 local authority districts, putting them in the bottom 40% and 2% respectively of places nationally.
- **Tackling the inequalities in access to further and especial higher education** that hold back life chances and progress to improve related health and social outcomes. Building FE and HE capacity to provide more adults, of all ages, with an education able to improve their access to better jobs and prosperity, raising the proportion of the population in the north from just 32.1% gaining a NVQ4 or above qualification to the 43% national average. Chief amongst our aspirations to raise life chances through education, is the establishment and development of a university for Peterborough and the Fens.

8.4. However, filling the higher-level skills gap in Peterborough and the Fens, will have limited impact on real lives, without effective measures to significantly grow the business demand for those skills. This will require, concurrent development of the innovation and business support eco-system to grow indigenous high-value firms and attract new ones, more evenly across our places.

8.5. Green and inclusive business growth support is key to levelling-up, achieved through an integrated and powerful array of support that accelerates our recovery by strengthening our businesses and workforce capacity for rebound and regrowth. Our key intervention vehicle to enable this, and potentially providing around half of all job growth generated by the Business Board over the next 6 years, will be the Growth Works Service. This will continue to grow and develop to provide:

- **A Growth Coaching Service** to engage and support our highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.
- **An Inward Investment Service** to better connect us into global markets, to engage and persuade firms to locate into our economy or invest in our strategic projects.
- **A Skills Brokerage Service** to link learners and those retraining for new jobs, to employers and skills providers to improve the supply of skills to our growth sectors.
- **A Capital Growth Investment Fund** to help SMEs, grow through organic expansion, offering an integrated range of grants, loans and equity products unavailable commercially.

8.6. **Place based innovation is key to levelling-up.** However, replicating the “Cambridge Phenomenon”, that has taken five decades to organically evolve and develop, requires a specifically designed and long-term programme of interventions that balance supply of improved human capital with the demand for it, created by indigenous and inward business growth, that is higher value, requiring higher level skills. As demonstrated in Cambridge, research is fundamental to achieving this - it produces the new ideas and technologies that

enable entrepreneurs to start up, existing businesses to scale-up; and for new tech-firms to spin-out of universities. Having won funding for, and started construction on, the first three buildings of the university campus in Peterborough, now is the time to deliver on the CPIER ambition to increase innovation-based business growth in the north by replicating and extending the infrastructure and networks that have enabled Cambridge to become a global leader in innovative growth, creating an economy-wide innovation eco-system to promote inclusive growth. Future phases of the university project will realise this ambition.

## 9. Delivery and Strategy Directorate

### Transport

- 9.1. The Combined Authority is the area's Local Transport Authority, as such it has responsibility for creating and owning the statutory Local Transport Plan (LTP) – this sets out the long-term strategy to improve transport in Cambridgeshire and Peterborough and Local Plans must show how they adhere to the LTP. Reflecting the impact that internet connectivity has on transport needs, the Combined Authority has rolled Connectivity into the Plan forming the Local Transport and Connectivity Plan (LTCP); the current phase of public engagement comes to an end on the 28<sup>th</sup> November and a formal public consultation is taking place in January 2022 to shape the final Plan being presented in March.
- 9.2. Along with the LTCP the Combined Authority has responsibility for shaping the bus network across the region. This includes paying for concessionary fares as well as supporting bus services to ensure that remote areas of the County aren't excluded. More recently Government has asked us to develop a Bus Service Improvement Plan in collaboration with local bus services, the Greater Cambridge Partnership and the Local Highways Authorities, which sets out our vision for a bus network for the area that is fast, reliable and ready to help drive a modal shift in transport. The first version of this Plan was submitted to the Department for Transport in October and we await a response to understand what the area's share of the £3bn announced for a bus revolution looks like.
- 9.3. The Combined Authority co-ordinated and submitted a bid into the Zero Emissions Bus Regional Area fund which successfully gained Government funding to enable 30 new zero-emission electric busses within the next 12 months, which kick-starts one of the aims of the Bus Service Improvement Plan – to make the area's bus network zero emissions by 2030.
- 9.4. The Transport team also programme manage a portfolio of large capital projects delivering journey improvements and public health benefits across the region to help deliver the Combined Authority's commitment to double GVA – these projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.

### Strategy and Climate Change

- 9.5. This area leads on strategic planning by developing an overall spatial framework for the area and as well as holding responsibility for the project management office and therefore monitoring and evaluation across the Combined Authority's portfolios of projects. This includes ensuring the provision of high quality, up to-date data to decisionmakers to enable

policy to be based on the best available evidence. The team also supports the Board in developing its policies and priorities and ensuring the strategic policy framework is up to date and supports the Assurance Framework.

- 9.6. Alongside its programme responsibilities it also manages the digital connectivity programme, which is working to provide fast reliable internet to all corners of the Combined Authority area to ensure that no area is digitally left behind.
- 9.7. Finally it supports initiatives that take forward the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate which issued its final report in Summer 2021 with wide ranging implications for both the public and private sectors in the Combined Authority area.

## 10. Housing Directorate

### **Affordable Housing Programme to March 2022**

- 10.1. The CPCA Housing Strategy (September 2018) recognises that there is a need to deliver genuinely affordable housing across the Combined Authority Area. It further recognises that there is a gap in the market for those who do not qualify for traditional affordable housing and for whom open market housing is out of reach
- 10.2. The Combined Authority's Affordable Housing programme runs to 31 March 2022 with the original ambition under the devolution deal to deliver 2,000 new affordable homes with £100m of Capital funding being provided.
- 10.3. DLUHC determined that the programme in its previous form ended with effect from 31st March 2021. DLUHC offered a new programme of support for additional affordable housing for the period April 2021 to March 2022 with conditions that CPCA accepted. CPCA provided a proposed scheme programme in May 2021 that would deliver in excess of 2,000 units which DLUHC responded to in September 2021 being prepared to support 15 of the 19 schemes proposed. Effectively this has given CPCA 6 months to implement the programme that was approved.
- 10.4. The anticipated additional affordable housing unit numbers being delivered is now expected to be between 1,600 -1,800 units, depending upon levels of schemes that cannot start in time and our ability to substitute with replacement schemes as permitted by DLUHC, as time to March 2022 runs out.
- 10.5. To deliver this, the total capital funding being offered by government is now a maximum of £73.7m. Of this £55m has already been received. Approximately £40m of this was initially committed in loans supporting local SME Housing developers. To support a 2021/22 programme DLUHC has conditioned CPCA to use this loan money when re-paid to support the affordable housing programme's grant led schemes and will supply the additional £18.7m when CPCA can evidence the additional schemes as starting on site.

### **Community Housing**



- 10.6. CPCA aspires to support and still offer grants to genuine community led affordable housing schemes that engage legitimate community engagement, transparency and democracy, The previous 'in house' team has now left CPCA and support for Community Housing groups within the CPCA area (excluding East Cambridgeshire) is proposed to be provided for CPCA by an experienced and respected independent Community homes consultant.

### **Prospects beyond March 2022**

- 10.7. DLUHC advised that in connection with any prospect for the Combined Authority having a further dedicated affordable housing programme beyond March 2022 there is no expectation of there being any additional DLUHC money available that could provide a funding source. CPCA was also advised that DLUHC had no other current Affordable Housing funding support planned for Combined Authorities.
- 10.8. CPCA was referred to a Continuous Market Engagement process and to engage in a discussion with Homes England as they still have £2.9 billion unallocated money in their 2021/26 housing programme. This would be on a scheme specific basis, unlike the recent announcement of strategic partners.
- 10.9. In light of the DLUHC response, it is intended to put current work on the proposed CA Affordable Housing Principles on hold and to look to develop a CA affordable housing strategy in the first half of 2022 taking into account views of our constituent councils and working closely with Homes England.
- 10.10. Recognising that the affordable housing challenge remains severe in all CA districts, once the core of the remaining 2021/22 delivery is underway, the CA housing team will engage with local Registered Providers (RPs). This will focus on those who were not big enough to secure part of the Homes England strategic partner allocation and will depend upon the role and extent to which the CA can provide additional impact in discussion with Homes England.

## **Significant Implications**

### **11. Financial Implications**

- 11.1. There are no financial implications beyond those identified in the paper.

### **12. Legal Implications**

- 12.1. The budget setting process is as set out in the Combined Authority's Constitution

### **13. Appendices**

- 13.1. Appendix 1 – Draft 2021/22 Revenue Budget and Medium-Term Financial Plan
- 13.2. Appendix 2 – Draft Capital Programme 2021/22 to 2024/25

13.3. Appendix 3 – Draft Sustainable Growth Ambition Statement

## 14. Background Papers

14.1. Cambridgeshire and Peterborough Combined Authority Constitution

[Link to document on Combined Authority Website](#)

14.2. Current Growth Ambition Statement

[Link to Growth Ambition Statement on Combined Authority Website](#)

14.3. Consultation Document

[Link to Consultation document](#)

## Appendix 1a – Draft Mayoral Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	<u>Mayor's Office</u>				
96	Mayor's Allowance	98	100	102	104
15	Mayor's Conference Attendance	10	10	10	10
40	Mayor's Office Expenses	40	40	40	40
77	Mayor's Office Accommodation	77	77	77	77
260	Mayor's Office Staff	265	270	275	281
488	<b>Total Mayor's Costs</b>	490	497	504	512
488	<b>Total Mayor's Approved Budgets</b>	490	497	504	512

## Appendix 1b – Draft Corporate Services Revenue Budget

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

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

## Appendix 1c – Draft Business and Skills Revenue Budget

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

## Appendix 1d – Draft Delivery and Strategy Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	<b>A141 SOBC</b>				
114.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Bus Review Implementation</b>				
1,842.4	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Bus Service Subsidisation</b>				
187.0	Approved Project Costs	-	-	-	-
	Subject to Approval	-	-	-	-
	<b>Covid Bus Service Support Grant</b>				
189.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Transport Levy CCC</b>				
-	Approved Project Costs	-	-		
-	Subject to Approval				
	<b>Transport Levy PCC</b>				
-	Approved Project Costs	-	-		
-	Subject to Approval				
	<b>A142 Chatteris to Snailwell</b>				
-	Approved Project Costs	-	-	-	-
150.0	Subject to Approval	-	-	-	-
	<b>Climate Change</b>				
160	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	100	100	100
	<b>Development of Key Route Network</b>				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	<b>Harston Capacity Study</b>				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	<b>Local Transport Plan</b>				
200	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	-	-	-
	<b>CAM Innovation Company</b>				
657	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Land Commission</b>				
40	Approved Project Costs	-	-		-
-	Subject to Approval	-	-		-
	<b>Monitoring and Evaluation Framework</b>				
150	Approved Project Costs	34	-	-	-
-	Subject to Approval	36	70	70	70
	<b>Non-Statutory Spatial Framework (Phase 2)</b>				
57	Approved Project Costs	-	-	-	-
245	Subject to Approval	100	-	-	-
	<b>Sawston Station Contribution</b>				
-	Approved Project Costs	-	-	-	-
16	Subject to Approval	-	-	-	-
	<b>Segregated Cycling Holme to Sawtry</b>				
-	Approved Project Costs	-	-	-	-
100	Subject to Approval	-	-	-	-

	<b>St Ives (SOBC)</b>				
137	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Transport CPCA Bus Operation</b>				
13,040	Approved Project Costs	13,300	13,566	13,838	14,115
-	Subject to Approval	-	-	-	-
	<b>P'boro Station Quarter SOBC</b>				
350	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Public Transport: Bus Service Operator Grant</b>				
409	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Transport Response Fund</b>				
-	Approved Project Costs	-	-	-	-
650	Subject to Approval	-	-	-	-
-					
<b>17,531.0</b>	<b>Total Delivery &amp; Strategy Approved Projects</b>	<b>13,334</b>	<b>13,566</b>	<b>13,838</b>	<b>14,115</b>
<b>1,460.9</b>	<b>Total Delivery &amp; Strategy Projects Subject to Approval</b>	<b>336</b>	<b>170</b>	<b>170</b>	<b>170</b>
<b>18,991.9</b>	<b>Total Delivery &amp; Strategy Revenue Expenditure</b>	<b>13,670</b>	<b>13,736</b>	<b>14,008</b>	<b>14,285</b>



## Appendix 1e – Draft Housing Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	<b>CLT</b>				
79	Approved Project Costs	70	70	70	70
-	Subject to Approval	-	-	-	
	<b>Housing Response Fund</b>				
-	Approved Project Costs	-	-	-	-
350	Subject to Approval	-	-	-	-
	<b>AHP Revenue Costs</b>				
443	Approved Project Costs	443	454	466	464
-	Subject to Approval				
	<b>Garden Villages</b>				
114	Approved Project Costs	-	-	-	
-	Subject to Approval	-	-	-	
636	<b>Total Housing Approved Budgets</b>	<b>513</b>	<b>524</b>	<b>536</b>	<b>534</b>
350	<b>Total Housing Projects Subject to Approval</b>	-	-	-	-
986	<b>Total Housing Revenue Expenditure</b>	<b>513</b>	<b>524</b>	<b>536</b>	<b>534</b>



## Appendix 2a – Draft Corporate Services Capital Programme

2021/22		2022/23	2023/24	2024/5	2025/6
£,000		£,000	£,000	£,000	£,000
	<b>Investment in Finance System</b>				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	<b>ICT Capital</b>				
44	Approved Project Costs	42	42	42	42
-	Subject to Approval				
44	<b>Total Corporate Approved Capital Projects</b>	42	42	42	42
150	<b>Total Corporate Project Costs Subject to Approval</b>	-	-	-	-
194	<b>Total Corporate Capital Projects</b>	42	42	42	42

## Appendix 2b – Draft Business and Skills Capital Programme

2021/22		2022/23	2023/24	2024/25	2025/6
£,000		£,000	£,000	£,000	£,000
	<b>Levelling Up Fund - University of Peterborough Phase 3</b>				
-	Approved Project Costs				
-	Subject to Approval	2,000	-	-	-
	<b>COVID and Capital Growth Grant Scheme</b>				
7	Approved Project Costs	-	-	-	-
	<b>Business Rebound &amp; Growth Service - Capital Grant and Equity Fund</b>				
6,293	Approved Project Costs	4,250	500	-	-
	<b>CRC Construction and Digital Refurbishment</b>				
911	Approved Project Costs	-	-	-	-
	<b>Eastern Agritech Initiative</b>				
100	Approved Project Costs	-	-	-	-
	<b>Getting Building Fund - University of Peterborough Phase 2</b>				
14,600	Approved Project Costs				
-	Subject to Approval	-	-	-	-
	<b>Illumina Accelerator</b>				
1,000	Approved Project Costs	1,000	-	-	-
	<b>Market Town Master Plan Implementation</b>				
7,274	Approved Project Costs	2,021	1,959	-	-
-	Subject to Approval	2,946	-	-	-
	<b>St Neots Masterplan Capital</b>				
190	Approved Project Costs	95	-	-	-
-	Subject to Approval	-	-	-	-
	<b>March Adult Education</b>				
314	Approved Project Costs	-	-	-	-
	<b>AEB Innovation Fund</b>				
324	Approved Project Costs	-	-	-	-
	<b>Cambridge Biomedical MO Building</b>				
1,702	Approved Project Costs	-	-	-	-
	<b>Cambridge City Centre</b>				
691	Approved Project Costs	-	-	-	-
	<b>Green Home Grant Capital Programme</b>				
78,340	Approved Project Costs	-	-	-	-
	<b>Peterborough City Centre</b>				
681	Approved Project Costs	-	-	-	-
	<b>Metalcraft (Advanced Manufacturing)</b>				
2,979	Approved Project Costs	-	-	-	-
	<b>South Fen Business Park</b>				
997	Approved Project Costs	-	-	-	-
	<b>Start Codon (Equity)</b>				
2,226	Approved Project Costs	-	-	-	-
	<b>TTP Incubator</b>				
33	Approved Project Costs	-	-	-	-
	<b>West Cambs Innovation Park</b>				
-	Approved Project Costs	-	-	-	-
118,662	<b>Total Approved Business and Skills Capital Projects</b>	7,366	2,459	-	-
-	<b>Total Business and Skills Project Costs Subject to Approval</b>	4,946	-	-	-
118,662	<b>Total Business and Skills Capital Projects</b>	12,312	2,459	-	-

## Appendix 2c – Draft Delivery and Strategy Capital Programme

2021/22		2022/23	2023/24	2024/5	2025/6
£,000		£,000	£,000	£,000	£,000
	<b>A10 Dualling</b>				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>A16 Norwood Dualling</b>				
626	Approved Project Costs	-	-	-	-
420	Subject to Approval	12,000	-	-	-
	<b>A141 OBC &amp; FBC</b>				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	650	1,300	2,300	-
	<b>A1260 Nene Parkway Junction 15</b>				
208	Approved Project Costs	-	-	-	-
5,000	Subject to Approval	-	-	-	-
	<b>A1260 Nene Parkway Junction 32-3</b>				
239	Approved Project Costs	-	-	-	-
5,030	Subject to Approval	1,500	-	-	-
	<b>A505 Corridor</b>				
143	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>A605 Stanground - Whittlesea</b>				
217	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>CAM SPV Running Costs</b>				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>CAM Business Case Development</b>				
250	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Coldhams Lane roundabout improvements</b>				
234	Approved Project Costs	-	-	-	-
2,200	Subject to Approval	-	-	-	-
	<b>Digital Connectivity Infrastructure Programme</b>				
3,139	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,500	1,500	1,500	-
	<b>Ely Area Capacity Enhancements</b>				
326	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Fengate Access Studies Phase 1</b>				
327	Approved Project Costs	-	-	-	-
1,330	Subject to Approval	4,200	-	-	-
	<b>Fengate Access Studies Phase 2 (University Access)</b>				
161	Approved Project Costs	-	-	-	-
660	Subject to Approval	1,280	-	-	-
	<b>Highways Maintenance and Pothole funding (with PCC and CCC)</b>				
27,695	Approved Project Costs	27,695	27,695	27,695	27,695
-	Subject to Approval	-	-	-	-

	<b>King's Dyke</b>				
7,588	Approved Project Costs	-	-	-	-
2,100	Subject to Approval	-	-	-	-
	<b>Lancaster Way</b>				
500	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>March Area Transport Strategy</b>				
2,114	Approved Project Costs	-	-	-	-
2,738	Subject to Approval	-	-	-	-
	<b>Regeneration of Fenland Railway Stations</b>				
2,610	Approved Project Costs	-	-	-	-
674	Subject to Approval	-	-	-	-
	<b>Snailwell Loop</b>				
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	-	-	-	-
	<b>Soham Station</b>				
9,244	Approved Project Costs	4,000	-	-	-
-	Subject to Approval	-	-	-	-
	<b>St. Ives (SOBC, OBC &amp; FBC)</b>				
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	1,000	1,400	1,500	-
	<b>Transport Modelling</b>				
750	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Wisbech Access Strategy</b>				
859	Approved Project Costs	-	-	-	-
1,880	Subject to Approval	-	-	-	-
	<b>Wisbech Rail</b>				
306	Approved Project Costs	-	-	-	-
2,688	Subject to Approval	3,000	5,000	-	-
	<b>ZEBRA</b>				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,693	-	-	-
61,535	<b>Total Delivery and Strategy Approved Capital Projects</b>	31,695	27,695	27,695	27,695
25,720	<b>Total Delivery and Strategy Projects Subject to Approval</b>	26,823	9,200	5,300	-
87,255	<b>Total Delivery and Strategy Capital Projects</b>	58,518	36,895	32,995	27,695

## Appendix 2d – Draft Housing Capital Programme

2021/22		2022/23	2023/24	2024/25	2025/6
£,000		£,000	£,000	£,000	£,000
	<b>Affordable Housing Grant Programme</b>				
19,039	Approved Project Costs	21,934	15,674	3,965	-
-	Subject to Approval	-	-	-	-
	<b>Housing Investment (revolving) Fund</b>				
11,170	Approved Project Costs	6,456	-	-	-
-	Subject to Approval	-	-	-	-
30,208	<b>Total Housing Approved Capital Projects</b>	<b>28,389</b>	<b>15,674</b>	<b>3,965</b>	<b>-</b>
-	<b>Total Housing Project Costs Subject to Approval</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
30,208	<b>Total Housing Capital Projects</b>	<b>28,389</b>	<b>15,674</b>	<b>3,965</b>	<b>-</b>
-	<b>Net Capital Cost Subject to Approval</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





## CA SUSTAINABLE GROWTH AMBITION STRATEGY

In pursuing economic growth, we have a responsibility to ensure that rising prosperity makes life better, healthier and fairer, and does not exhaust the resources our children will need for the future. More and more people are recognising that we don't just need growth: we need good growth. Our aim is not simply to increase our income, but to increase our area's wealth, in a way that is driven by our values.

The Devolution Deal between the government and Cambridgeshire and Peterborough established a programme of investment in our economic future, with the aim of doubling the size of the economy. In the past, we have tended to focus narrowly on the target of doubling GVA, and neglect the significance of the investments we are making – even though the Board has in reality picked investments that do address issues of fairness and sustainability. But growth and investment choices go together: it is only because we invest in the future that we can look forward to sustainable growth. The investments we pick reflect our values and are the foundations of our future.

The Combined Authority's strategy is therefore unashamedly values-driven. The values the Mayor wishes to be the hallmark of his term in office are

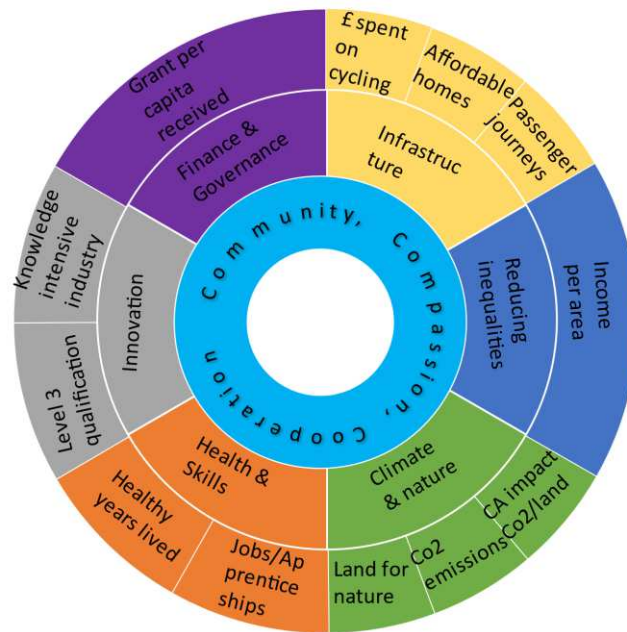
- Compassion
- Cooperation
- Community.

These frame how we will pursue the devolution deal's overall aim of achieving sustainable growth and integral human development.

We propose that we should recognise that our investment programme has six themes, all of which are anchored in the devolution deal. We aim to build up the capital stock of Cambridgeshire and Peterborough across the six dimensions of

- Health and Skills: building human capital to raise both productivity and the quality of life;
- Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities;
- Infrastructure: from digital and public transport connectivity, to water and energy, building out the networks needed to support a successful future;
- Innovation: ensuring this area can continue to support the most dynamic and dense knowledge economy in Europe [check];
- Reducing inequalities: investing in the community and social capital which complement skills and connectivity as part of the effort to narrow the gaps in life expectancy and income between places;
- Financial and systems: improving the institutional capital which supports decision-making and delivery.

Shown as a diagram, it looks like this:



This approach requires us to monitor more outcomes than simply GVA growth (data which is anyway only available from the ONS with a two-year time lag). The Combined Authority will be tracking progress on outcome indicators such as the gap in healthy life expectancy, employment, land use for nature, CO<sub>2</sub> emissions, and earnings gaps.

This strategic approach will be reflected in the Combined Authority's overall work programme. Plans and strategies such as the Local Transport Plan, Economic Recovery Strategy, and Digital Infrastructure Strategy will identify how they are driven by the ambitions for capital development under each of the themes, and include outcome indicators to show how they will deliver against those themes.

### **Does this approach represent a retreat from our commitment to the Devolution Deal GVA objective?**

On the contrary, taking this approach supports the headline doubling GVA objective and would improve our approach to delivering GVA growth sustainably. That is because it would

- (i) Recognise more explicitly the selection criteria we apply in picking projects, so that we understand better and can explain how a given investment contributes to sustainable growth;
- (ii) Recognise, anticipate and manage the risk of conflict between our headline growth objective and other policy objectives and constraints – for example, around the national statutory net zero objective, or the levelling-up agenda.

### **Is this approach consistent with the Treasury's Green Book and our Assurance Framework?**

Yes. As a strategy based on investment objectives and outcome measures, this approach is designed to be consistent with the Treasury's Green Book and the Combined Authority's Assurance Framework. Future investments will continue to need to demonstrate value for money through business cases constructed with reference to these strategic objectives. The approach does not remove the commitment to sustained GVA growth over the coming two decades; on the contrary, it

makes explicit the previously silent assumptions of the Devolution Deal about the need for carefully targeted capital formation in order to ensure that sustainable headline growth.

The Green Book was revised in December 2020. That revision placed more emphasis on ensuring that value for money assessments were anchored in a clear understanding of the contribution investments make to strategic objectives. The CPCA Assurance Framework was revised to reflect that approach in September 2021. Central government agreed the revisions.





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 6

## Devolution Deal interim report

To: Overview and Scrutiny Committee

Meeting Date: 13<sup>th</sup> December 2021

Public report: Yes

From: Cllr Dupre  
Chair – O&S Committee

The Overview and Scrutiny Committee is recommended to:

### Recommendations:

- a) Note and comment on the report.
- b) Consider whether to make any recommendations to officers and to the Combined Authority Board prior to its consideration of an update report on the Devolution Deal initiatives in January 2022.
- c) Agree arrangements for ongoing scrutiny of the Deal.

Voting arrangements: Simple majority of all members

## 1. Purpose

1.1 This report has been developed in close collaboration with the Chair of the Overview & Scrutiny Committee and its purpose is to invite the Overview and Scrutiny Committee to:

- Review the current arrangements for monitoring the initiatives contained in the Devolution Deal agreed by Government and the constituent members of the Combined Authority in 2016 and consider whether these might be improved.
- Consider the potential for a refreshed Devolution Deal to reflect the changing priorities of the Government, Mayor, member authorities, and the public.
- Make recommendations to inform development and consideration of the regular update report on the Devolution Deal initiatives which the Board is due to receive in January 2022.

- 1.2 This report follows on from the Scoping Report received by the Overview & Scrutiny Committee in October 2021. Given the significance of the Devolution Deal document and the periodic nature of its review, it is intended that further scrutiny reports be presented in alignment with the timetable of reviews by the Board.

## 2. Background

### 2.1 Scope of the Devolution Deal

The Devolution Deal document consists of four sections.

- An overview specifying a strategic context of
  - Economic growth
  - Knowledge and innovation
  - Delivery of new homes
  - Public service delivery reform
  - Skills fit for business
  - 'World class' connectivity and transport systems
- A 'relationship' section specifying further work within six months on
  - A strategic economic and productivity plan
  - A fiscal plan
  - Priority proposals for infrastructure and transport
  - Proposals for a second Devolution Deal
  - Areas of joint collaboration with Norfolk and Suffolk
  - Arrangements with neighbouring authorities
- A 'summary' of the Deal itemising
  - Mayoral powers over
    - A devolved transport budget
    - A Key Route Network of local authority roads
    - Strategic planning, £100M for housing and infrastructure, a non-statutory spatial framework, and involvement in a Land Commission and a Joint Assets Board
  - Combined Authority powers over
    - £20M pa Single Investment Fund, and £70M for housing in Cambridge
    - An area-based review of 16+ skills provision, and devolved 19+ skills funding
    - (jointly with Government and a single Employment & Skills Board for the two Combined Authorities of Cambridgeshire & Peterborough and Norfolk & Suffolk) a new National Work & Health Programme
    - Agreement of a Joint Export Plan
- A series of chapter headings
  - Governance
  - Finance and funding
  - Homes and communities
  - Transport and digital connectivity
  - Learning and skills
  - Apprenticeships

- Employment
- Business support
- Public sector reform
  - Health and social care
  - Community safety
- 'Commitments'

2.2 It is not immediately apparent that the various parts of the Devolution Deal necessarily cohere. The overview does not point clearly to the contents of the summary. The summary does not obviously epitomise the content of the chapters that follow. And it is not clear that the initiatives in the summary are all ones on which the Mayor and Executive have predominantly focused.

What does seem clear however is that the scope of the Devolution Deal was intended to be transformational for Cambridgeshire and Peterborough, across a range of economic and social aspects—and that the Deal document does not obviously tell that story or enable ongoing monitoring of the Deal to draw it out.

## 2.3 Monitoring the Devolution Deal

2.3.1 The Devolution Deal itself sets down a Government expectation that the Combined Authority will 'monitor and evaluate their Deal in order to demonstrate and report on progress' (DD Section 72). This will be achieved using a 'locally resourced monitoring and evaluation framework that meets local needs and helps to support future learning'.

Specific requirements were laid down in the Devolution Deal to

- evaluate the £20M pa funding including the £70M for housing for Cambridge, with a quinquennial 'gateway' assessment to unlock further tranches of funding
- write a single local assurance framework for the Single Pot
- develop a full implementation plan 'covering each policy agreed in this Deal'.

A Monitoring & Evaluation Framework was produced and has been updated from time to time, most recently Version 1.6 issued in January 2021. This updates on

- key strategic documents produced by the Combined Authority
- progress on key projects
- funding streams and their individual monitoring and evaluation requirements
- project management and performance indicators
- evaluation plans and models

along with a series of appendices containing draft metrics, key project logic models, summary evaluation plans, a template for monthly project highlight reports, and a Local Growth Fund monitoring and evaluation plan.

Consultants were commissioned to produce a Complementary Report to support the Combined Authority's submission to the 'gateway' review at the end of 2020.

2.3.2 For ongoing review by the Combined Authority Board, content of the Devolution Deal document was also condensed into a table of 71 'Devolution Deal initiatives'. These were

drawn from the Devolution Deal, and are reported on biannually at Board meetings. The next reporting date is January 2022.

The '71 initiatives' are a selective list of what is in the Deal. Not everything in the Deal is included; the 'initiatives' are very different in nature, scope, and content; and the contents have been reordered away from the thematic chapter headings and into sections on the basis of responsibility.

- A: Key priorities and outcomes (1-6)
- B: Responsibilities devolved to the Mayor (7-14)
- B: Additional legislative powers given to the Mayor (15-16)
- C: Specific responsibilities of the Combined Authority (17-22)
- D(A): Specific commitments agreed by partners for the Mayor (23-24)
- D(B): ... for the Business Board (25-32)
- D(C): ... for Constituent Councils (33-38)
- D(D): ... for the Government (39-49)
- D(E): ... for the Combined Authority (50-71)

The subsequent columns in the table record Status (Completed, In progress, Decision taken to vary/postpone, and Not yet implemented) and Comment. At the last date of reporting (July 2021)

- 26 initiatives were reported as Completed
- 27 initiatives were reported as In progress
- 4 initiatives were reported as Decision taken to vary/postpone
- 14 initiatives were reported as Not yet implemented

2.3.3 This list of '71 initiatives' is not a method of monitoring delivery of the Devolution Deal that is owned or shared by the Government—and it is not clear that its characterisation of the Deal is one that the Government would necessarily recognise. Its overall effect is to distract from the overall themes of the Devolution Deal, converting them into a tick-list of unrelated items that look like projects. This project-based approach reflects the view which most partners to the Deal took of it, even while it was being negotiated.

Furthermore, many of the items reported as Not yet implemented seem unlikely ever to be implemented, given changes in Government policy and direction. This indicates that the Devolution Deal is not a deal of equals—the effect of Government deciding not to proceed with its commitments in the Deal is zero, while the effect of the Combined Authority or its partners deciding to do likewise would result in serious financial and reputational damage.

A significant number of the 'initiatives' on the list rely for their execution on funding additional to the £20M pa gainshare, or the specific funding for housing and infrastructure, which has not been secured from Government or elsewhere.

The emphasis on ownership of individual lines in the list could be argued to increase accountability and transparency. However, it could equally be said to underplay the need for collaboration and a shared sense of direction among all partners.



2.3.4 Finally, for Cambridgeshire and Peterborough as well as for the Government, things have moved on. A new Mayor has new priorities, just as Government priorities have shifted, and a new Sustainable Growth Ambition Strategy is being developed. The findings of some pieces of work, such as the Independent Economic Review, may point to a need for new approaches. Some events which have been assumed in the Devolution Deal, and on which some initiatives depend—such as the creation of a Combined Authority for Norfolk and Suffolk—have not happened. And most notably, a number of key issues, not least of them how to mitigate and adapt to climate change and increase biodiversity, have risen in prominence and significance but form no part of the Devolution Deal.

The current Devolution Deal refers to Cambridgeshire and Peterborough leaders and the LEP (now the Business Board) working together in the six months after the agreement of the first Deal to develop ‘proposals for a second Devolution Deal for Cambridgeshire and Peterborough—identifying additional areas for transfers of powers and funding that will further unlock economic growth’.

An option—indeed a commitment—may therefore exist to put the case for a second Deal which addresses these issues. However, this needs to be considered against the backdrop of the shift in Government focus from devolution to ‘levelling up’, which resulted in the cancellation of the long-awaited Devolution White Paper.

## Conclusion

3.1 The first biannual review of the Devolution Deal since the election of a new Mayor with new priorities represents an opportunity to reconsider the primary vision and purpose behind the Deal.

Instead of reporting against 71 ‘initiatives’ plucked from the Deal and reordered in such a way as to obscure that vision and purpose, a more narrative report against the six themes in the overview section of the Deal could enable more strategic consideration of how the Deal was intended to transform Cambridgeshire and Peterborough, and the extent to which that vision has been implemented and has achieved its intentions. This could be accompanied by updates on the individual pieces of work in each chapter, demonstrating the contribution of each responsible partner as well as the level of collective progress.

An added benefit of this approach would be to balance the Combined Authority’s historic emphasis on GVA added with consideration of the other important themes in the overview, which contains the only reference to carbon in the entire Deal.

3.2 A revised reporting mechanism could also be more explicit about components of the Deal where the background has changed and proposals in the Deal will not come to fruition, or where their significance has shifted. This could contribute to a greater shared understanding of the deficits in the current Deal.

Partners to the Devolution Deal could then start to publicly consider the desirability and achievability of the second Deal referred to in the first, and to scope its possible contents. Climate change and biodiversity are obvious areas for potential focus, as is public health.

- 3.3 Meanwhile, the Combined Authority could consider a process of agreeing and articulating priorities for each year, so that partners and stakeholders could be clear about the key areas of focus, and about which elements of the Devolution Deal will be deliverable and when. There would be an obvious role for the Overview & Scrutiny Committee in this process, in pre-decision scrutiny and in holding the executive to account for delivery of the annual programme.

It is understood that work is already under way to consider the strategic context for the Combined Authority, including alignment of service plans and operational activity with the overall vision and priorities of the Combined Authority. There is potential for a role for the Overview & Scrutiny Committee in reviewing and making recommendations on this piece of work as it progresses.

## 4. Next steps

- 4.1 Scrutiny of such significant issues as the ambition and purpose of the Devolution Deal and the establishment of the Combined Authority will need to be ongoing, and cover a wide area. It would therefore seem appropriate to set out a number of further key lines of enquiry to be pursued by the Overview & Scrutiny Committee. These key lines of enquiry would include:
- the interpretation by the Combined Authority and its partners of the Devolution Deal and its translation into a plan to achieve the intended objectives of devolution
  - the governance placed around the pipeline of projects derived from the Deal

## 5. Financial Implications

- 5.1 None

## 6. Legal Implications

- 6.1 None.

## 7. Appendices

- 7.1 Devolution Deal Scoping Document

## 8. Background Papers

- 8.1 Gateway review submission to HMG, November 2020

**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**  
**OVERVIEW & SCRUTINY COMMITTEE**

Review Topic (Name of review):

- Combined Authority Devolution Deal Commitments

Relevant links/decisions/FP reference:

- The Devolution Deal

Terms of Reference of the Review:

- To review actions taken by the various parties to the Cambridgeshire & Peterborough Devolution Deal to meet its 71 commitments, and plans to meet outstanding commitments.
- To consider the potential to refresh or update the Devolution Deal.

Lead Member:

- Cllr Lorna Dupré (Chair)

Task and Finish Group membership (where appropriate):

- None

Review type (Task & Finish, Full Committee etc.):

- Rapporteur investigation (periodic)

Key Officers:

- Paul Raynes, Director of Delivery & Strategy
- Head of Programme Management Office—to be appointed (from January 2022)

Combined Authority Portfolio Holder(s) (where appropriate):

- Mayor Nik Johnson

Timescales:

- Monday 22 November 2021: scoping document to Overview & Scrutiny Committee
- Monday 13 December 2021: initial report to Overview & Scrutiny Committee

### Rationale for the Review:

- To support the Combined Authority in monitoring the implementation of the commitments made by the various parties to the Cambridgeshire & Peterborough Devolution Deal; and to consider the need for future updates.

### Scope of the Review (in scope, outside scope etc.):

In scope:

- The 71 commitments included in the Cambridgeshire & Peterborough Devolution Deal

Outside scope:

- Commitments and projects not included in the original Devolution Deal

### Key Lines of Enquiry (specify the key lines of enquiry that will underpin the initial planning of the review questions):

What primary/new evidence is needed for the scrutiny review? (identify what information is required to take the review forward, and what information is not already available):

- How have the '71 commitments' been derived from the Devolution Deal?
- Do HMG and the Combined Authority feel equal ownership of, and commitment to, them?
- To what extent do the commitments build a convincing strategic narrative about the vision for the Combined Authority and its contribution to the area it serves?
- How auditable are the commitments?
- How can the Combined Authority more effectively scrutinise its own performance in respect of the commitments?
- What are the consequences of failure to achieve commitments in the Deal?
  - For HMG?
  - For the Combined Authority and its constituent members?
- Which commitments will require additional resources over and above the £100M in the deal, and how will those resources be secured?
- What is the potential for a refresh of the Devolution Deal, and what might the Combined Authority want to see included in such a refresh?
- What are the priorities and intentions of the new Mayor in respect of the 71 commitments?

What secondary/existing information will be needed? (identify background information, performance indicators, complaints, existing reports, legislation, central government information and reports etc.):

- The Devolution Deal
- Subsequent update reports to the Board on the progress of the 71 commitments
- Gateway review documentation and other papers from relevant discussions between the Combined Authority and Government

### What briefings and site visits will be relevant to the review?

- Meeting with Paul Raynes, Director of Delivery & Strategy (Thursday 11 November 2021)
- Further meeting with Paul Raynes (date and time TBA)

Who are the witnesses who should be invited to provide evidence for the review?

- To be invited to Overview & Scrutiny Committee January 2022
  - Mayor Nik Johnson and Chief Executive of the Combined Authority
  - Civil servants responsible for upholding commitments owned by Government TBA
  - Council officers responsible for upholding commitments owned by member authorities

Implications of reviewing the topic, have the following matters been taken into consideration in the planning of this review:

- |                                 |     |
|---------------------------------|-----|
| • Legal implications            | YES |
| • Financial implications        | YES |
| • Equality and diversity issues | YES |
| • Environmental implications    | YES |

What resources are required for this review

- None

What are the indicators of success?

What overview and scrutiny role is the committee performing in this case?

- Making recommendations to the Board on implementation of the 71 commitments
- Considering the potential for future refreshes of the Devolution Deal

What factors would tell you what a good review should look like in this case?

- Greater understanding of the role of the Devolution Deal in shaping the strategy of the Combined Authority
- Clearer reporting on progress against the 71 commitments

What are the potential outcomes of the review e.g. service improvements, policy change, etc

- Greater likelihood of achieving the 71 commitments
- Shared understanding of the intended outcomes from the 71 commitments and their contribution to the strategy of the Combined Authority

What value is being added by undertaking the review?

- Challenge
- Focus
- Fresh perspective





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 7

## Report title: Combined Authority Accommodation Strategy

To: Overview and Scrutiny Committee

Meeting Date: 13 December 2021

Public report: Yes

From: Cllr Mark Goldsack  
Rapporteur

Recommendations: The Overview and Scrutiny Committee is recommended to:

- a) Note the update on the Combined Authority Accommodation Strategy;
- b) Consider any potential questions for the Rapporteur to take back to Combined Authority officers for further responses

### 1. Purpose

- 1.1 To update the Committee on the Combined Authority Accommodation Strategy.

### 2. Background

- 2.1 The Combined Authority surrendered its lease and vacated office accommodation at Alconbury Weald in summer 2020 just after the first March 2020 covid outbreak and lockdown. The previous office accommodation was leased from Urban and Civic.
- 2.2 Since then, employees have worked remotely, and when permitted and possible, utilised the limited amount of office space at the Mayor's office at 72-74 Market Street, Ely. Some teams have also conducted gatherings and meetings at third party locations for team meetings and team building.
- 2.3 The Committee approved the scoping document (Appendix 1) for the review of the

Combined Authority Accommodation Strategy at its meeting on 25 October 2021.

2.4 The rationale for the review is to assist in the development of an accommodation strategy for the Combined Authority and make recommendations to the Authority to meet its current and future premises requirements.

2.5 The Committee agreed the scope of the review should include:

- Current and future needs and uses for premises, including effect of COVID and expectations regarding home and mobile working
- Current and future staffing complement and travel patterns
- Audit of public estate in Cambridgeshire and Peterborough and potential options for leasing, shared use of spare premises capacity
- Financial impact of premises options, both capital and revenue
- Carbon impact of premises options and contribution to meeting net zero aspirations
- Equality, diversity and inclusion impact of premises options
- Legal and contractual impact of premises options

### 3. Update

3.1 The Chair of the Committee and the Rapporteur for the review have met with the Combined Authority's Chief Executive to understand the plans for the Authority's staffing and organisational structure and how a likely future premises' needs will support future activity.

3.2 The Rapporteur is pleased to report to the Committee that the Combined Authority is much closer to concluding its search for accommodation than was previously understood to be the case. Combined Authority officers have demonstrated to the Rapporteur that there are solid plans to have officers on site by the next financial year. Commercial sensitivities preclude further detail in terms of potential locations at this stage. There are six potential locations being considered all of which have sufficient capacity for the Authority based on 40% of the staff total attending on any one day.

3.3 Current Combined Authority staff have been surveyed for location preferences and there was a 65% response rate to this survey. It is the Rapporteur's understanding that there might be an announcement on intentions for accommodation around Christmas.

### 4. Financial Implications

4.1 There are currently no financial implications

### 5. Legal Implications

5.1 There are currently no legal implications.



## 6. Appendices

Appendix 1 – Scoping Document for the review



**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**  
**OVERVIEW & SCRUTINY COMMITTEE**

Review Topic (Name of review):

Combined Authority Accommodation Strategy

Relevant links/decisions/FP reference:

- August 2021 paper to Board re iMET building: option (not agreed) to retain premises for Combined Authority's own use
- Invitation by Interim Chief Executive to Overview & Scrutiny Committee to assist in development of an accommodation strategy for the Combined Authority

Terms of Reference of the Review:

To investigate the current and future accommodation needs of the Combined Authority for its own use and activities, and to make recommendations to the Board to assist the development of an Accommodation Strategy.

Lead Member:

Cllr Mark Goldsack

Task and Finish Group membership (where appropriate):

Chair and Vice Chair support

Review type (T&F, Full Committee etc.):

Rapporteur investigation

Key Officers:

- Eileen Milner, incoming Chief Executive
- TBA (as advised by officers—human resources, finance)

Combined Authority Portfolio Holder(s) (where appropriate):

TBA (as advised by officers)

Timescales:

**TBA** following discussion with officers and initial scoping of current information—two to four months depending on availability of information

Rationale for the Review:

To assist in the development of an accommodation strategy for the Combined Authority, and make recommendations to the Combined Authority to plan to meet its current future premises requirements.

Scope of the Review (in scope, outside scope etc.):

In scope:

- Current and future needs and uses for premises, including effect of COVID and expectations regarding home and mobile working
- Current and future staffing complement and travel patterns
- Audit of public estate in Cambridgeshire and Peterborough and potential options for leasing, shared use of spare premises capacity
- Financial impact of premises options, both capital and revenue
- Carbon impact of premises options and contribution to meeting net zero aspirations
- Equality, diversity and inclusion impact of premises options
- Legal and contractual impact of premises options

Outside scope:

- Premises owned or leased by the Combined Authority solely for use by others

Key Lines of Enquiry (specify the key lines of enquiry that will underpin the initial planning of the review questions):

What primary/new evidence is needed for the scrutiny review? (identify what information is required to take the review forward, and what information is not already available):

- Incoming Chief Executive plans for Combined Authority staffing and organisational structure
- Likely future premises needs to support Combined Authority's future activities
- Current spare premises capacity among member local authorities and public sector partners
- Financial impact of different options across MTFP, both capital and revenue

What secondary/existing information will be needed? (identify background information, performance indicators, complaints, existing reports, legislation, central government information and reports etc.):

- Current numbers on Combined Authority payroll
- Current home and work locations, broadly expressed
- Current budgetary provision for accommodation costs
- Current Combined Authority premises assets
- Accommodation strategies produced by other public bodies for ideas and comparison

What briefings and site visits will be relevant to the review?

- Chair's meeting with incoming Chief Executive (Wednesday 13 October)

Who are the witnesses who should be invited to provide evidence for the review?

- Incoming Chief Executive
- Human resources officer
- Finance officer

Implications of reviewing the topic, have the following matters been taken into consideration in the planning of this review:

Legal implications	Yes
Financial implications	Yes
Equality and diversity issues	Yes

What resources are required for this review

- Access to information from officers
- Access to examples of accommodation strategies from other authorities

What are the indicators of Success?

What overview and scrutiny role is the committee performing in this case?

Making recommendations to the Board as invited by the Interim Chief Executive

What factors would tell you what a good review should look like in this case?

- Usable factual information
- A better shared understanding of the Combined Authority's accommodation requirements
- Practical recommendations

What are the potential outcomes of the review e.g. service improvements, policy change, etc

- A strategy to meet the Combined Authority's accommodation requirements

What value is being added by undertaking the review?

- Fresh data, and existing data in context
- Information drawn together from partner authorities and public bodies
- Focus on an area of the Combined Authority's finances not previously addressed in a systematic and planned way





**CAMBRIDGESHIRE  
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COMBINED AUTHORITY

# Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 3 December 2021

**The Forward Plan is an indication of future decisions. Please note that it is subject to continual review and may be changed in line with any revisions to the priorities and plans of the CPCA. It is re-published on a monthly basis to reflect such changes.**

## Purpose

The Forward Plan sets out all of the decisions which the Combined Authority Board and Executive Committees will be taking in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

The Forward Plan is a live document which is updated regularly and published on the [Combined Authority website](#) (click the Forward Plan' button to view). At least 28 clear days' notice will be given of any key decisions to be taken.

## What is a key decision?

A key decision is one which, in the view of the Overview and Scrutiny Committee, is likely to:

- i. result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to (usually £500,000 or more); or
- ii. have a significant effect on communities living or working in an area made up of two or more wards or electoral divisions in the area.

## Non-key decisions and update reports

For transparency, the Forward Plan also includes all non-key decisions and update reports to be considered by the Combined Authority Board and Executive Committees.

## Access to reports

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from [Robert Parkin](#), Chief Legal Officer and Monitoring Officer for the Combined Authority.

The Forward Plan will state if any reports or appendices are likely to be exempt from publication or confidential and may be discussed in private. If you want to make representations that a decision which it is proposed will be taken in private should instead be taken in public please contact [Robert Parkin](#), Chief Legal Officer and Monitoring Officer at least five working days before the decision is due to be made.



## Notice of decisions

Notice of the Combined Authority Board's decisions and Executive Committee decisions will be published online within three days of a public meeting taking place.

## Standing items at Executive Committee meetings

The following reports are standing items and will be considered by at each meeting of the relevant committee. The most recently published Forward Plan will also be included on the agenda for each Executive Committee meeting:

### Housing and Communities Committee

1. Affordable Housing Programme Update

### Skills Committee

1. Budget and Performance Report
2. Employment and Skills Board Update

### Transport and Infrastructure Committee

1. Budget Monitor Update
2. Performance Report

## Housing and Communities Committee – 10 January 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1.	Affordable Housing Programme Scheme Approvals January 2022	Housing and Communities Committee	10 January 2022	Key Decision 2021/038	To consider and approve allocations to new schemes within the Affordable House Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
2.	Community Housing	Housing and Communities Committee	10 January 2022	Decision	To note the current position in respect of providing support to community housing groups.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
3.	Digital Connectivity	Housing and Communities Committee	10 January 2022	Decision	To consider the refreshed Business Plan and proposal to	Relevant internal and external stakeholders	Paul Raynes Director of Strategy	Mayor Dr Nik Johnson	It is not anticipated that there will be any

					approve the budget for the next three years of delivery and make recommendations to the Combined Authority Board.				documents other than the report and relevant appendices.
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### Transport and Infrastructure Committee – 12 January 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
4.	Local Transport Plan Update	Transport and Infrastructure Committee	12 January 2022	Decision	To provide an update on the Local Transport Plan refresh following consultation.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
5.	University Access Study	Transport and Infrastructure Committee	12 January 2022	Decision	To consider recommendations on the Outline Business Case Phase 1 and outline next steps	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					and make recommendations to the Combined Authority Board.				the report and relevant appendices.
6.	Fenland Stations Regeneration	Transport and Infrastructure Committee	12 January 2022	Decision	To give an update on construction completion of March and Manea stations as part of the Fenland Stations Regeneration programme.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
7.	England's Economic Heartlands Peterborough-Northampton-Oxford Connectivity Study	Transport and Infrastructure Committee	12 January 2022	Decision	To agree the outputs of the England's Economic Heartland's Peterborough-Northampton-Oxford connectivity study.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.
8.	St Ives Strategic Outline Business Case	Transport and Infrastructure Committee	12 January 2022	Decision	To review outcomes from the Strategic Outline Business Case and next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
9.	A141 Strategic Outline Business Case	Transport and Infrastructure Committee	12 January 2022	Decision	To review outcomes from the Strategic Outline Business Case and make recommendations of next steps to the Combined Authority Board.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.
10.	Wisbech Rail Update	Transport and Infrastructure Committee	12 January 2022	Decision	To provide an update on the project and outline next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
11.	A10 Outline Business Case	Transport and Infrastructure Committee	12 January 2022	Decision	To update the committee on the programme and arrangements for development of the Outline Business Case for the A10.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.
12.	Fengate Phase 1	Transport and Infrastructure Committee	12 January 2022	Decision	To consider the recommendation to use £180,000 from the subject to approval budget to develop the design further and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
13.	Peterborough City Centre Transport Vision Phase 1	Transport and Infrastructure Committee	12 January 2022	Decision	To consider funding proposals for the delivery of the first phase in the development of the Peterborough City Centre Transport Vision and make recommendations	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					to the Combined Authority Board.				to be published

### Skills Committee – 17 January 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
14.	Growth Works Management Review – January 2022	Skills Committee	17 January 2022	Decision	To monitor and review programme delivery and performance and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders including the Business Board	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published



15.	Local Skills Report Refresh	Skills Committee	17 January 2022	Decision	To update Committee Members on the Local Skills Report.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
16.	University of Peterborough – Programme Business Case	Skills Committee	17 January 2022	Decision	To consider the Programme Business Case for the University of Peterborough and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
17.	University of Peterborough Phase 3 Full Business Case (FBC)	Skills Committee	17 January 2022	Decision	To consider the Full Business Case (FBC) for Phase 3 of the University of Peterborough and make recommendations	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant

					to the Combined Authority Board.				appendices to be published
18.	Adult Education Budget Evaluation 2020/21 and Annual Return	Skills Committee	17 January 2022	Decision	To approve the Adult Education Budget Annual Return and to note the Evaluation.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
19.	Digital Skills Bootcamps Update	Skills Committee	17 January 2022	Decision	To update the Committee on the progress with the Digital Bootcamps contract.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
20.	Health and Care Sector Work Academy	Skills Committee	17 January 2022	Decision	To consider proposals to approve the reprofiling of	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha	It is not anticipated that there will be any

					spend for the Health and Care Sector Work Academy and make recommendations to the Combined Authority Board.			Lead Member for Skills	documents other than the report and relevant appendices to be published.
21.	Economic and Skills Insight Report	Skills Committee	17 January 2022	Decision	To note the Economic and Skills Insight Report.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
22.	Employment and Skills Strategy and Action Plan	Skills Committee	17 January 2022	Decision	To consider the Employment and Skills Strategy and Action Plan and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## Combined Authority Board – 26 January 2022

### Governance Items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
23.	Minutes of the meeting on 24 November 2021 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
24.	Combined Authority Membership Update	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To note changes to Combined Authority membership.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
25.	Annotated Forward Plan	Cambridgeshire and Peterborough	26 January 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board					Monitoring Officer		documents other than the report and relevant appendices.
26.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
27.	2022-23 Budget and Medium-Term Financial Plan to 2025-26	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/060	To set a balanced budget for the forthcoming financial year as required by law, and a medium-term financial plan	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					for the next four years.				to be published.
28.	Mayor's Budget 2022-23	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/061	To agree the Mayor's draft budget for 2022-23.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
29.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To agree future performance reporting arrangements to the Board in support of the new Business Plan and Medium-Term Financial Plan.	Relevant internal and external stakeholders	Paul Raynes Director of Strategy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
30.	Devolution Deal Update	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To note the update against Devolution Deal Commitments.	Relevant internal and external stakeholders	Paul Raynes Director of Strategy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
31.	Annual Report and Business Plan 2022/23	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To approve the 2022/23 Business Plan.	Relevant internal and external stakeholders	Paul Raynes Director of Strategy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
32.	Market Towns Programme: Reprofiting of Budget	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/069	To approve the reprofiling of budget for the Market Towns Programme.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
33.	Greater South East Energy Hub: Mobilisation of Schemes and Reprofiting of Budget	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/071	To approve the Business Plan for mobilising and deploying the Local Authority Delivery (LAD) 3 and Sustainable Warmth schemes and approve the reprofiling of budget for the Greater South East Energy Hub.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.



## By recommendation to the Combined Authority Board

### Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
34.	University Access Study	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/031	To consider recommendations on the Outline Business Case Phase 1 and outline next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
35.	Peterborough City Centre Transport Vision Phase 1	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/076	To request funding for the delivery of the first phase in the development of the Peterborough City Centre Transport Vision.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
36.	St Ives Strategic Outline Business Case	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To review outcomes from the Strategic Outline Business Case and recommended next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
37.	A141 Strategic Outline Business Case	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To review outcomes from the Strategic Outline Business Case and recommendations on next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
38.	Fengate Phase 1	Cambridgeshire and Peterborough Combined Authority Board	22 January 2022	KD2021/067	To update the Board on the progress made on Fengate Phase 1 and seek approval to use £180,000 from the subject to approval budget to develop the design further.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
39.	Wisbech Rail Update	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To provide an update on the project and outline next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
40.	University of Peterborough – Programme Business Case	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To approve the Programme Business Case for the University for Peterborough.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
41.	University of Peterborough Phase 3 Full Business Case (FBC)	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/064	To approve the Full Business Case (FBC) for Phase 3 of the University of Peterborough.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

42.	Employment and Skills Strategy and Action Plan	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/077	To approve the Employment and Skills Strategy and Action Plan.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
43.	Growth Works Management Review – January 2022	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To monitor and review programme delivery and performance.	Relevant internal and external stakeholders including the Business Board	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
44.	Health and Care Sector Work Academy	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/068	To consider proposals to approve the reprofiling of spend for the Health and Care Sector Work Academy and make recommendations	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and

					to the Combined Authority Board.				relevant appendices to be published.
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## Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
45.	Digital Connectivity	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/074	To consider the refreshed Business Plan and approve the budget for the next three years of delivery.	Relevant internal and external stakeholders	Paul Raynes Director of Strategy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

## Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the
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									decision maker
46.	Business Board Appointments	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To confirm the appointment of new Business Board members.	Relevant internal and external stakeholders including the Skills Committee	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
47.	The Role of the Business Board	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To approve proposed changes on the mandated role of the Business Board to share its views, manage and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
48.	Strategic Funding Management Review – January 2022	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To monitor and review programme performance, evaluation,	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than

					outcomes and risks.				the report and relevant appendices to be published
49.	Local Assurance Framework	Cambridgeshire and Peterborough Combined Authority Board	26 January 2021	Decision	To approve the revised Local Assurance Framework.	Relevant internal and external stakeholders, including the Audit and Governance Committee	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

### Housing and Communities Committee – 9 March 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
50.	Affordable Housing Programme Scheme Approvals	Housing and Communities Committee	9 March 2022	Key Decision 2021/039	To consider and approve allocations to new schemes within the Affordable House Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than



	March 2022								the report and relevant appendices.
51.	Future Combined Authority Housing Purpose and Function beyond March 2022	Housing and Communities Committee	9 March 2022	Decision	To consider the likely activities and options for the future of the Combined Authority Housing activity and programme beyond March 2022 and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
52.	Northern Fringe Progress Report	Housing and Communities Committee	9 March 2022	Decision	To receive a progress report on the Northern Fringe.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.

## Transport and Infrastructure Committee – 14 March 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
53.	Local Transport Plan 2022	Transport and Infrastructure Committee	14 March 2022	Decision	To consider the Local Transport Plan refreshed document and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
54.	A47 Dualling	Transport and Infrastructure Committee	14 March 2022	Decision	To summarise outcome of the Highways England Review and outline next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

## Skills Committee – 16 March 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
55.	Business and Skills Strategy	Skills Committee	16 March 2022	Decision	To consider the draft Business and Skills Strategy.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
56.	Opportunities to develop the Greater South East Energy Hub	Skills Committee	16 March 2022	Decision	To note the opportunities for a green supply chain and skills requirements in the Cambridgeshire and Peterborough area.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## Combined Authority Board – 30 March 2022

### Governance Items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
57.	Minutes of the meeting on 26 January 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
58.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
59.	Budget Monitor Update	Cambridgeshire and Peterborough	30 March 2022	Decision	To provide an update on the revenue and capital	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			budgets for the year to date.		Finance Officer		documents other than the report and relevant appendices to be published.

## Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
60.	Opportunities to develop the Greater South East Energy Hub	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To note the opportunities for a green supply chain and skills requirements in the Cambridgeshire and Peterborough area.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

## By recommendation to the Combined Authority Board

### Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

61.	Local Transport Plan 2022	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2021/033	To approve the Local Transport Plan refreshed document.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
62.	A47 Dualling	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To summarise outcome of the Highways England Review and outline next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

## Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
63.	Future Combined Authority Housing Purpose	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2021/070	To consider the likely activities and options for the future of the Combined Authority Housing activity and	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	and Function beyond March 2022				programme beyond March 2022.			Lead Member for Housing	other than the report and relevant appendices.

## Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
64.	Business and Skills Strategy	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To approve the draft Business & Skills Strategy	Relevant internal and external stakeholders including the Skills Committee	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices



									to be published
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## Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
65.	Combined Authority Implications of the Local Enterprise Partnership Review	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To note the outcomes of Government's national Local Enterprise Partnership (LEP) Review.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
66.	Enterprise Zones Programme Update	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To update the Board on the Enterprise Zones Programme.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant

									appendices to be published
67.	Growth Works Inward Investment Service – request for recycled Local Growth Funds	Cambridgeshire and Peterborough Combined Authority Board	30 March 2021	Key Decision 2021/055	To approve the use of recycled Local Growth Funds to be reinvested into the Inward Investment Service line within the Growth Works contract.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
68.	Digital Sector Strategy	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To approve and adopt the Digital Sector Strategy for Cambridgeshire and Peterborough.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

## Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
69.	Bus Reform April 2022	Transport and Infrastructure Committee	25 April 2022	Decision	To provide an update on the results of the Bus Reform Outline Business Case public consultation and next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

## Combined Authority Board Annual Meeting – 1 June 2022

### Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

70.	Minutes of the meeting on 30 March 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
71.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
72.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
73.	Bus Reform June 2022	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Key Decision 2021/045	To provide an update on the results of the Bus Reform Outline Business Case public consultation and next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

## Comments or queries about the Forward Plan to Cambridgeshire and Peterborough Combined Authority

Please send your comments or queries to [Robert Parkin](#), Chief Legal Officer and Monitoring Officer. We need to know:

1. Your comment or query:
2. How can we contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query (if you are unsure please leave this blank and it will be assigned to the person best placed to reply).



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 9

## Report title: Overview and Scrutiny Work Programme

To: Overview and Scrutiny Committee

Meeting Date: 13 December 2021

Public report: Yes

From: Anne Gardiner  
Scrutiny Officer

Recommendations: The Overview and Scrutiny Committee is recommended to:

a) discuss and agree items for the work programme and their prioritisation, and to comment as appropriate on what resources may be required.

### 1. Purpose

- 1.1 To request the committee to discuss and make suggestions on the suggested work programme at Appendix 1.

### 2. Background

- 2.1 In accordance with the Constitution, the Overview & Scrutiny Committee is responsible for setting its own work programme.
- 2.2 In considering items for their work programme the Committee are requested to take into account the guidance published by the Centre for Governance and Scrutiny (CfGS) 'Overview and scrutiny in combined authorities: a plain English guide' (Second Edition) which states:

"That where the Committee takes a rigorous approach to prioritising its work, and only placing items on the work programme where they will clearly add value, and

where they relate to scrutiny's role, the work programme will reflect that exercise."

2.3 That guidance continues with a section on approaches to shortlisting topics which states when shortlisting topics these "should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme". The kind of questions a scrutiny committee should consider, therefore, might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

2.4 Given the guidance in paragraphs 2.5 and 2.6 it is clear that the Committee should plan and manage their activities more effectively in order to ensure that there is ongoing development of the overview and scrutiny function. A key tenet of making improvements is to focus upon topic selection and produce more robust work programmes to underpin improved ways of working taking a realistic account of the resources available. Ultimately, Overview and Scrutiny Members will want to be in the position of exerting a proactive and positive influence upon what the Combined Authority does in practice.

2.5 While an agreed work programme will assist in managing committee activity, it should be recognised that unforeseen matters will arise from time to time that will affect Members' ability to achieve the goals within an overall work programme.

### 3. Financial Implications

3.1 No financial implications

### 4. Legal Implications

4.1 No legal implications.

### 5. Appendices

Appendix 1 – Overview and Scrutiny Committee Draft Work Programme



## Overview and Scrutiny Work Programme 2021/2022

Meeting Date & Venue	Item	Comments
<b>13<sup>th</sup> December 2021</b> <b>New Shire Hall</b> <b>Alconbury</b>	<b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting.	
	<b>Public Questions</b>	
	<b>O&amp;S Arrangements Update</b> <b>- Conflicts Policy</b>	
	<b>Accommodation Strategy</b>	
	<b>Budget Consultation &amp; Sustainable Ambition Growth Statement</b>	
Meeting Date & Venue	Item	Comments
<b>24<sup>th</sup> January 2022</b> <b>Venue: Fenland DC</b>	<b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting.	
	<b>Public Questions</b>	
	<b>Budget Consultation</b>	
	<b>Mayor Johnson in attendance in his role as Chair of Transport Committee</b> - Bus Reform - LTP	<b>Mayor Johnson to be in attendance</b>
Meeting Date & Venue	Item	Comments
<b>21<sup>st</sup> February 2022</b> <b>Venue: TBC</b> <b>Reserve Meeting:</b>	<b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting.	

## Overview and Scrutiny Work Programme 2021/2022

	<b>Public Questions</b>	
	<b>Finance items</b>	Suggested meeting for financial issues raised by the committee – scoping document yet to be received.
	<b>Review of CfGS recommendations</b>	Committee to discuss and agree their views on the CfGS report and feedback to CA Board.
	<b>Director for Business &amp; Skills</b>	Committee requested that the Director attend to provide an update on skills emerging out of the pandemic and future apprenticeships.
<b>Meeting Date &amp; Venue</b>	<b>Item</b>	<b>Comments</b>
<b>25<sup>th</sup> March 2022 Venue TBC</b>	<b>Mayor's Question Time with members of the public in attendance</b>	
<b>28<sup>th</sup> March 2022 Venue: East Cambs DC</b>	<b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting.	
	<b>Public Questions</b>	
<b>Meeting Date</b>	<b>Item</b>	<b>Comments</b>
<b>22<sup>nd</sup> April 2022 Venue: TBC (Reserve Meeting)</b>	<b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting.	

## Overview and Scrutiny Work Programme 2021/2022

	<b>Public Questions</b>	

List of items – currently proposed but not confirmed:

- Affordable housing
- The active travel agenda
- The CAM (particularly in relation to the financial implications of the cessation of the programme)
- E-scooters
- Skills including the University of Peterborough, apprenticeships and iMET
- Finance items including underspend on skills training resulting from Covid-19 and other activities not delivered

