



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

COMBINED AUTHORITY BOARD

Date: Wednesday, 26 January 2022

Democratic Services

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

10:00 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

**Storey's Field Centre, Eddington Ave, Cambridge, CB3
1AA
[Venue Address]**

AGENDA

Open to Public and Press

Part 1 - Governance Items

1.1 Announcements, Apologies and 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.

1.2 Minutes - 24 November 2021 and Action Log

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1.3 Petitions

1.4 Public Questions

Arrangements for public questions can be viewed in Chapter 5, Paragraphs 18 to 18.16 of the Constitution which can be viewed here

- [Constitution](#)

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COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Combined Authority therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Combined Authority, please contact the Committee Clerk who will be able to advise you further.

The Combined Authority Board comprises the following members:

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

Mayor Dr Nik Johnson

Austen Adams

Councillor Anna Bailey

Councillor Chris Boden

Councillor Wayne Fitzgerald

Councillor Ryan Fuller

Councillor Lewis Herbert

Councillor Lucy Nethsingha

Councillor Bridget Smith

Councillor Edna Murphy (Non-voting Member)

Darryl Preston (Non-voting Member)

Jan Thomas (Non-voting Member)

Clerk Name:	Richenda Greenhill
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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 1.2

Cambridgeshire and Peterborough Combined Authority: Minutes

Date: Wednesday 24 November 2021

Time: 10.30am – 2.18pm

Venue: Multi-Function Room, New Shire Hall, Alconbury Weald, Huntingdon
PE28 4YE

Present: Mayor Dr Nik Johnson

A Adams - Chair of the Business Board, Councillor A Bailey – East Cambridgeshire District Council, Councillor C Boden – Fenland District Council, Councillor W Fitzgerald – Peterborough City Council, Councillor R Fuller – Huntingdonshire District Council (to 1.52pm), Councillor L Herbert – Cambridge City Council, Councillor L Nethsingha – Cambridgeshire County Council (from 10.22am) and Councillor B Smith – South Cambridgeshire District Council

Co-opted Members:
(Non-voting) J Peach – Deputy Police and Crime Commissioner (substitute)

Apologies: Councillor E Murphy - Cambridgeshire and Peterborough Fire Authority and D Preston - Police and Crime Commissioner (substituted by J Peach)

Part 1 – Governance items

114. Announcements, Apologies for Absence and Declarations of Interest

The Mayor placed on record his thanks to Kim Sawyer, former Interim Chief Executive, who was leaving the Combined Authority at the end of November. He wished Ms Sawyer every success for the future. The Mayor also welcomed John Peach to his first meeting since his recent appointment as Deputy Police and Crime Commissioner.

The Mayor stated that he had been delighted to be part of the delegation the previous day which had welcomed His Royal Highness the Prince of Wales to the AstraZeneca

Research and Design centre in Cambridge. He offered warm wishes to those celebrating Thanksgiving the following day and to all Combined Authority staff for the Christmas season and offered his thanks to Board members for their support.

Apologies for absence were received as recorded above. There were no declarations of interest.

115. Minutes – 27 October 2021 and Action Log

The minutes of the meeting on 27 October 2021 were approved as an accurate record and signed by the Mayor.

An updated version of the minutes action log had been published the previous day and circulated electronically to the Board for noting.

116. Petitions

No petitions were received.

117. Public questions

One public question was received from Lara Davenport-Ray, on behalf of the Cambridgeshire and Peterborough Climate Action Coalition. The question and written response can be viewed here - [Public Question and Written Response](#)

Part 2 - Finance

118. Budget Monitor Report November 2021

The Board was advised that the Budget Monitor Update Report November 2021 was upgraded to a key decision on 16 November 2021 under general exception arrangements.

The Board received an update on the Combined Authority's financial position as of 30 September 2021. In relation to revenue, there was a favourable forecast variance of £35.4m. This was primarily due to underspends on the Adult Education Budget (AEB) due to the impact of the pandemic leading to a national drop in enrolments and on the Energy Hub de-carbonisation programme where the majority of expenditure was now expected to be incurred in the next financial year. An additional £2.8m in grant funding had been received. Two updates to staffing budgets were reported relating to the budget of £772k for Energy Hub staff, which would be met in full by Energy Hub funding streams, and temporary additional resources within the transport, legal, governance and HR teams to support changes across the wider organisation.

In relation to the capital budget, the report set out the updated position in relation to the Affordable Housing Programme following confirmation from Government of £18.7m for 18 schemes to secure the delivery of 1,188 affordable homes in Cambridgeshire and Peterborough. The Business and Skills Directorate was forecasting an underspend of £38.6m due to delays in two capital programmes. The Green Home Capital Grant Programme was forecasting an underspend of £6.6m due to supply chain issues and a further report would be brought to the Board requesting a re-profiling of this

expenditure. The A10 Dualling project was forecasting a £560k underspend due to slippage and this would be requested as a carry forward. The winding up of the CAM programme would see around £3.25m released back into corporate capital reserves whilst the changes to the Wisbech Access Strategy project previously agreed by the Board had reduced the total project budget by £1.4m. Reported capital spend represented 29% of overall forecast spend for the year with the majority of expenditure being made against grant claims.

The Board was invited to approve the reinstatement of a £750k budget for Cambridge South Station. This had been removed in June 2020 following the Chancellor's announcement that the Department for Transport (DfT) would finance this project. An assumption had been made that Combined Authority funding would no longer be required, but it had subsequently emerged that the £750k previously committed to this project was still required to satisfy outstanding commitments.

Councillor Bailey commented that it was a matter of some concern that the £750k budget for existing contracted expenditure relating to Cambridge South Station had been cancelled. She also sought more information on the delay to the A10 Dualling project and whether it was being re-profiled and expressed concern that this issue was being considered via the County Council's Highways and Transport Committee. The Chief Executive undertook to provide Councillor Bailey with further detail outside of the meeting around the A10 Dualling project and the rationale for this being considered by a County Council committee.

On being proposed by the Mayor, seconded by Councillor Herbert, it was resolved unanimously by those present and voting to:

- a) Note the financial position of the Combined Authority for the year to date.
- b) Approve the reinstatement of the £750k budget for Cambridge South Station.

119. Draft Sustainable Growth Ambition Statement and 2022-23 Draft Budget and Medium-Term Financial Plan 2022 to 2026

The Board was advised that reporting on the draft Sustainable Growth Ambition Statement and draft Budget and Medium-Term Financial Plan (MTFP) for 2022-26 had been combined because of the relationship between the work streams.

The draft Sustainable Growth Ambition Statement was considered first. The Director of Strategy stated that Combined Authority expenditure was made against policy priorities and since 2018 there had been a Growth Ambition Statement in place to reflect this. The current re-refresh re-stated the commitment to doubling GVA as set out in the Devolution Deal whilst recognising that this was a 25-year growth target. It also looked at the quality and sustainability of that growth. This was modelled on the six capitals approach and was compatible with the principles of HM Treasury Green Book. Subject to the Board's approval, the draft Sustainable Growth Ambition Statement would be consulted on alongside the draft Budget and MTFP.

Councillor Boden welcomed the draft Sustainable Growth Ambition Statement but expressed some concern in relation to the reduction of economic, social and health inequalities. The CPIER report stated that the quickest way to increase GVA would be

to concentrate on the wealthiest areas within the Combined Authority area. In his view, there was insufficient exploration of the need to balance these priorities. The Mayor endorsed this view.

Councillor Herbert commented that much expenditure to date had targeted at Peterborough and Fenland. He felt that there should be a more holistic approach across the whole of the Combined Authority area, building on the excellent work of the Business Board. He gave as an example the developments at AstraZeneca which would see the benefits extending beyond the City of Cambridge.

Councillor Nethsingha commented that the whole Board was focused on inequality across the county and this included, but was not exclusive to, geographic inequality. In her judgement there had been too much focus in the past in seeking to address this by encouraging people to drive to different parts of the county to access employment or skills opportunities. She believed that working from home should be a practical and positive option across the county and that this would also open up new opportunities for local businesses and services. Councillor Nethsingha noted the references to Further Education cold spots in Ely and St Neots and commented that as Lead Member for Skills it was important to tackle this and to ensure equal access to opportunity.

Mr Adams welcomed the refreshed draft Sustainable Growth Ambition Statement. It was important to ensure that the Board obtained the feedback it needed and careful thought was required on how the questions within the consultation process were posed. He would like to see some focus groups held with various business people to help them understand the process and to get their feedback. He also felt that it was imperative that the consultation process included numbers as well as narrative. The Mayor stated that the business representatives who had taken part so far in the Local Transport and Connectivity Plan (LTCP) consultation had encouraged a more ambitious approach and asked that some specific consultation around the draft Sustainable Growth Ambition Statement should be undertaken with business.

In her capacity as Lead Member for the Environment and Climate Change Councillor Smith welcomed the drive to put sustainability at the top of the Combined Authority's agenda which she saw as a significant departure from previous practice. She judged that the inclusion of additional metrics such as health and wellbeing and environmental factors would make the Combined Authority's approach more relevant. She noted that there had been some disappointment expressed at a recent meeting of Cambridge Ahead that not all of the CPIER recommendations had been progressed and encouraged serious engagement with that group if they were considering undertaking a refresh of the CPIER. Councillor Smith commented that she would like to extend the reference to revitalising market towns to reference this happening alongside new towns and new communities. She would also like to see people incentivised to live closer to where they work.

Councillor Bailey commented that she saw the current re-refresh as building on the previous Growth Ambition Statement rather than as a new departure. She expressed some disappointment that health and environmental implications were still not reflected in reports to the Board. In her judgement, levelling up and supporting health equality would help drive growth in GVA. She also questioned whether the proposed approach represented a retreat from GVA and Green Book commitments and judged that the high-level format did not give the public a sense of what the Combined Authority was seeking to achieve. The Director of Strategy stated that the format was reasonably

similar to that adopted by other combined authorities. The Devolution Deal commitments remained alongside thematic and policy statements like the LTCP and the Sustainable Growth Ambition Statement would hold these together.

Turning to the Draft Budget 2022-23 and Medium-Term Financial Plan 2022 to 2026, the Chief Finance Officer stated that the overall objective of the budget-setting process was to set an affordable and balanced budget which supported the objectives and priorities of the Mayor and the Combined Authority. The report before the Board set out both the draft capital and revenue budgets. A light touch approach had been taken to updating existing budgets and known changes as the Board was still in the process of refreshing its strategies and focus. Appendix 4 contained a list of pipeline projects, but these did not form part of the draft budget or consultation process as they were projects identified for future consideration. There was no proposal to precept constituent authorities or raise a council tax levy for the 2022/23 financial year.

Councillor Boden sought and received confirmation that the Board was being asked to approve the draft documents for consultation purposes only at this stage, noting that adjustments might still be made. He welcomed the inclusion of political pipeline projects as a separate appendix in order to be transparent around possible future expenditure. In relation to March light rail, he commented that Fenland District Council (FDC) would be concerned if this was the only option being considered as it might not represent best value for money. He further commented that March to Wisbech was in his opinion second best to the March to Cambridge option. Councillor Boden welcomed the inclusion of the Strategic Outline Business Case for Whittlesey Southern Relief Road within the pipeline of projects, but commented that all four Fenland Market towns were facing transport issues so he was a little surprised that they had not all been included. He further questioned whether future elements of the Wisbech Access Strategy, Fenland Connectivity Study and the A141 Chatteris roundabout should also be included as pipeline projects. The Mayor stated that both he and Councillor Boden wanted to improve connectivity for Fenland. There had been much discussion about improving connectivity between March and Wisbech and he was still open to the idea of a heavy rail option, but that at present he was focused on very light rail as it was more deliverable at this stage. With regard to the other projects mentioned, it was entirely fitting for the Leader of FDC to advocate for his area, but equally it was for the leaders of the other constituent councils to have the opportunity to advocate for their areas too. This would ensure that all options were available for collective consideration, but it must be recognised that decisions would be needed as it would not be possible to deliver all projects. The Mayor wanted the Board to work holistically to make these decisions together to respond to need across the whole of the county. The list of pipeline projects was not definitive and he invited all constituent council leaders to put forward ideas for their areas.

In his capacity as the Lead Member for Housing, Councillor Herbert asked all constituent council leaders to look at potential housing schemes in their areas in order to get as many schemes as possible on the table by March 2022. Homes England wanted to work with the Combined Authority and the Board would be consulted on the Housing Strategy going forward. With regard to the OxCam Arc, Councillor Herbert felt that the Combined Authority had a good case for putting proposals forward for discussion, noting that the Government's focus for the Arc seemed to be on skills and employability.

Mr Adams stated that he was content to move forward as proposed, but recognising that the draft proposals would be further shaped by the outcome of the consultation process. He noted that Government would no longer be supporting the Local Growth Fund and that this would be replaced by other funding vehicles, so there would be a need to reposition in order to take advantage of that. Other combined authorities were continuing to ring-fence funding to support business from within their own funds. Such funding could, for example, be used to encourage local business to capitalise on the products and services needed to support the Combined Authority's environmental ambitions and to create the necessary supply chains. In his judgement, the Board should consider this as it set a budget. The Mayor stated that this was a strong point and asked the Director of Strategy and the Chief Finance Officer to reflect on this.

Councillor Bailey endorsed Mr Adams' comments. She questioned whether the pipeline projects in Appendix 4 should be described as Mayoral priorities rather than Combined Authority priorities and expressed surprise not to see the A10 Crossing included. She had asked for sight of the proposed public consultation materials and had only received them the previous night. Only two questions were proposed and she was concerned that these would not elicit much useful feedback. There was no opportunity for consultation on the Mayoral priorities or on the public's priorities, just a request for comments in a free text box. Councillor Bailey expressed concern that it was proposed to carry forward significant costs associated with the Housing team when the programme had changed and future funding would come through Homes England. She was also concerned that the only support proposed for community-led schemes was due to be looked at by a consultant resource rather than in-house. With regard to housing, the Mayor stated that he was hopeful of a better outcome than had been articulated and that this continued to be discussed with Government. In his capacity as Lead Member for Housing, Councillor Herbert commented that he was optimistic that the Combined Authority would continue to make a contribution on housing beyond March 2022.

Mr Adams commented that the public consultation was not a tick-box exercise and asked in future that more thought should be given to ensure that the consultation was framed in a way to get the information needed and add value to the process. The Mayor stated that he would leave the construction of the consultation to experts, but that he would want to ensure regular engagement with constituent councils and with the public.

Councillor Fitzgerald commented that whilst he would not vote against the recommendations on the basis of the short-comings of the consultation he did feel that this was an issue for officers to consider. His preference would be for the pipeline of project proposals to reflect the Combined Authority's priorities as a whole with all constituent council leaders making a case for projects within their areas. He considered it to be a fluid document at present and suggested that some time should be set aside for a specific discussion to discuss collectively what the Combined Authority wanted to deliver across the county. The Mayor stated that the current version had been described as Mayoral priorities as he did not want to be presumptive of the Board's wishes, but that by the end of the process they would be Combined Authority priorities.

Councillor Smith commented that the purpose of the Combined Authority was to deliver projects which went beyond what individual districts were able to deliver alone. In her judgement it was projects which offered this added value which the Board should focus on.

For clarity in advance of the vote the Deputy Monitoring Officer re-stated that the pipeline of project proposals at Appendix 4 did not form part of the statutory consultation process on the draft budget for 2022/23 and MTFP for 2022/23 to 2025/26 for which the Board's approval was sought.

On being proposed by the Mayor, seconded by Councillor Nethsingha, it was resolved by a majority of those present and voting to:

- a) Approve the Draft Sustainable Growth Ambition Statement for consultation.
- b) Approve the Draft Budget for 2022/23 and the Medium-Term Financial Plan 2022/23 to 2025/26 for consultation.
- c) Approve the timetable for consultation and those to be consulted.

The meeting was adjourned from 11.36 – 11.45am.

Part 3 - Combined Authority Decisions

120. Cambridgeshire and Peterborough Independent Commission on Climate Full Report

The Board was invited to consider the second set of recommendations from the Independent Commission on Climate. These focused in particular on supporting a transition as the area moved to a low carbon future. The Commission was clear that its recommendations could not be achieved without significant new resources being available. Appendix 4 set out some of the indicative cost and impact of actions as previously requested by the Board.

In her capacity as the Lead Member for the Environment and Climate Change, Councillor Smith offered her thanks to officers for their significant work on this. The Commission's recommendations had been presented in a way which made clear which recommendations were for the Combined Authority and which were for consideration by other organisations. She welcomed the consideration being given to what could be done by the Combined Authority and commented that she also thought there was a case for some money being passported to constituent councils so that they could build on the work they were already doing. Councillor Smith would also like to see the Combined Authority offering support to local organisations and businesses in addition to supporting its constituent councils and to consider providing core funding to some expert bodies such as Natural Cambridgeshire. She felt that the Combined Authority should be cautious about setting up new initiatives where existing projects already existed locally. She also saw value in considering a Citizen's Assembly on Climate Change. She would also want to work with business on their journey to carbon zero and suggested a toolkit or business might be considered.

Mr Adams acknowledge that there was already some existing support for business, but that in some businesses there were obligations that were not east to fix. He welcomed the inclusion of the indicative cost and impacts matrix and felt that it was now for the Board to produce a prioritised list for officers to work to. Mr Adams asked whether it would be possible to produce an outline business case for place-based adaptations by the next meeting. Officers stated that discussions around budget had already begun

and that all of the items shown on the matrix would be considered as part of that process.

Councillor Boden expressed his disappointment with this second report by the Commission, commenting that in his judgement it was little better than the first in its failure to put things into context and its lack of prioritisation. He felt that there was a lack of balance in the context of the wider economy and the objective to double GVA. At an internal meeting he had challenged what he deemed to be a failure to state the cost-effectiveness of the proposals and the lack of quantification. He therefore welcomed the indicative cost and impact matrix as the single best page of a report he had seen during his time with the Combined Authority. In his judgement this was a valuable prioritisation tool and he felt there should be a focus on high impact, low cost initiatives.

Councillor Nethsingha agreed that indicative cost and impact matrix was a useful tool but commented that there were additional considerations which would need to be taken into account, such as addressing the biodiversity crisis. Where possible, she would like to see the actions taken to tackle climate change also having a positive impact on other aspects of life. She would welcome a further report fairly soon on the prioritisation of projects.

Councillor Bailey commented that it would be for the working group to get into the detail of the proposals. She had previously suggested a Combined Authority funded resource in each of the constituent councils to make this a reality and in her view this was something which the Combined Authority could do which would make a real difference. The Mayor acknowledged this as something to be considered.

On being proposed by Councillor Smith, seconded by Councillor Nethsingha, it was resolved by a majority of those present and voting to:

- a) Thank the Commissioners for their work in developing the climate recommendations.
- b) Support the Commission's call for more devolved funding to implement the recommendations.
- c) Agree the development of actions to implement the CPCA recommendations in Appendix 2, subject to appropriate funding and business case assessments.
- d) Request the Climate Working Group consider the additional recommendations for other stakeholders in Appendix 3 as part of its work on the action plan due in February 2022.
- e) Note the recommendation on the future of the Commission and invite officers to develop revised terms of reference with the Chair of the Commission.

121. Capability Fund 2021-22 Grant Award

The Board was invited to approve the allocation of Capability Fund grants following the successful bid submitted to the Department for Transport. There had been some discussion earlier in the year about whether the Combined Authority would continue to

receive active travel funding so it was encouraging that further funding had been released following meetings between the Minister and the Mayor. There was a lot of work being done on active travel by both Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) and the Combined Authority was actively engaging with them on this.

Councillor Herbert asked about the lower level of funding allocated to Cambridgeshire in comparison to Peterborough and asked whether there was more funding to come. The Head of Transport stated that the submissions made by CCC and PCC were based on the funding criteria and in this instance the PCC submission was of a higher value than CCC.

Councillor Bailey commented that the premise for most highways funding was that existing highways space should be replaced with active transport options. This had not been feasible for East Cambridgeshire District Council and this was a source of real frustration.

Councillor Fitzgerald commented that a small but vocal number of people had complained about previous iterations of the scheme which had created doubt within Government. Reassurances had since been offered and it was great to see the confidence which Government had in the Combined Authority to deliver on this issue.

Councillor Nethsingha welcomed the further grant funding which had been received. There was a certain amount of frustration about how Government had allocated the funding, but she appreciated that quick action was required. In her view there was a need to continue to look at what could be done in towns and she asked how much money was left in Tranche 3. The Head of Transport undertook to provide this figure outside of the meeting.

On being proposed by the Mayor, seconded by Councillor Fitzgerald, it was resolved unanimously by those present and voting to:

Approve the release of the Capability Fund grant from Department for Transport (DfT) to Peterborough City Council and Cambridgeshire County Council, as set out in Paragraph 3.1, to deliver against the bid the Combined Authority submitted in April 2021.

The vote in favour included at least two thirds of all Members appointed by the Constituent Councils present and voting, including the Members appointed by Cambridgeshire County Council and Peterborough City Council.

122. St Neots Future High Streets Fund Scheme - Combined Authority Co-Funding Business Case

The Board was invited to accept the business case produced by Huntingdonshire District Council (HDC) for a Combined Authority match funding contribution towards the St Neots Future High Streets Fund (FHSF) Scheme. The sum of £3.1m had been approved for this purpose by the Board in April 2020 following a decision not to progress the Huntingdon Third River Crossing project. Unfortunately, due to the impact of the pandemic and some delays by MHCLG in announcing approved FHSF schemes the latest information had only been received in July 2021 when the Board had agreed

a project change request to re-profile the project funding. Combined Authority funding related to three of the six key schemes which had been identified to revitalise and regenerate St Neots town centre. A project board had been established which included both Combined Authority and HDC officers and the project was scheduled for completion by March 2025.

Councillor Fuller voiced his support for the recommendations. However, he felt there were some important points of clarification which needed to be made, including the fact that this was not new money. There had been some debate about whether this report needed to be included on the agenda and HDC had been advised that this was because the funding had not yet been agreed. He welcomed the clarification which had now been made around the Board's previous decision in relation to this funding. Unfortunately, the presentation of information in the report had led to confusion about the situation locally as evidenced by a report in the Hunts Post which stated that work on St Neots town centre was moving a step closer, whereas discussions were already taking place with the county council with these transport schemes already being actively designed and planned. Unfortunately, there were also significant factual errors in the report. Paragraph 2.5 stated that the total cost of the Scheme was £8.5m, with £929k of funding secured from the Ministry for Housing Communities and Local Government (MHCLG) under the FHSF Programme, just under £1m from HDC and £3.5m from Highways England. In fact, it was a £12.8m scheme and HDC had just secured a further £3.5m from Highways England making it a £16.3m scheme. HDC had put £5.9m into the scheme and the Government had contributed £3.75m. In Councillor Fuller's view these errors undermined the work done over the past few years in socialising this scheme locally and he emphasised the need to do better. Officers apologised for the error and explained that paragraph 2.5 should have included the words 'the total cost of the CPCA funded elements of the scheme' as clarified later in the report. The Mayor offered his apologies to Councillor Fuller and to Huntingdonshire residents for any confusion which had been caused and stated that the correct position would be recorded for the public record.

Councillor Fitzgerald suggested that a press release might be issued to clarify the position. The Mayor stated that the Combined Authority would want to work with all Members to ensure clarity on the points raised.

Councillor Nethsingha welcomed the proposals as an excellent project for St Neots.

On being proposed by the Mayor, seconded by Councillor Fuller, it was resolved unanimously by those present and voting to:

- a) Accept the Business Case produced for Combined Authority match funding towards the St Neots Future High Streets Fund Scheme.
- b) Authorise the Chief Legal Officer and Monitoring Officer to complete the funding agreement with the grant recipient.

123. Market Towns Programme Investment Prospectus – Approval of recommended projects - November 2021

The Board was advised that the project proposals relating to Soham would now be brought before the Board at a later date, so approval was currently being sought solely for the project proposals relating to Ely. The proposals had been subject to a fully

independent appraisal process and two further funding rounds were planned to allocate the remaining £2.6m of funding within the current financial year.

On being proposed by the Mayor, seconded by Councillor Bailey it was resolved unanimously by those present and voting to:

Approve project proposals received under the Market Towns Programme received from East Cambridgeshire District Council for the town of Ely to the sum of £344,000.

124. Cambridgeshire and Peterborough Business Growth Company Limited - Appointment of new Director

The Board was reminded that the Cambridgeshire and Peterborough Business Growth Company Limited (Growth Co) was a wholly owned subsidiary of the Combined Authority. The Growth Co business plan required that the Deputy Chief Officer of the Business Board should be appointed as a director of the company. Following the recent appointment of Alan Downton to this position he had also been appointed as a director of Growth Co. In accordance with the shareholder agreement this appointment required the ratification of the Board.

Mr Adams commented that many directors were appointed without having the appropriate training needed to enable them to discharge their duties and asked that steps be taken to ensure that Mr Downton undertook all relevant training. The Deputy Monitoring Officer stated that a training programme was being devised for all Combined Authority officers who were appointed as directors of the Combined Authority's subsidiary companies.

Councillor Nethsingha asked for more information around the recruitment process for the Deputy Chief Officer of the Business Board. The Director of Business and Skills stated that this was recruitment to the Combined Authority establishment. As a result of Mr Downton's appointment as the Deputy Chief Officer of the Business Board he also became the Senior Responsible Officer for Growth Co at the Combined Authority and as such was appointed as a director of Growth Co. Officers were sometimes placed on the boards of the Combined Authority's subsidiary companies in this *ex officio* capacity.

On being proposed by the Mayor, seconded by Mr Adams, it was resolved unanimously by those present and voting to:

Consent to the appointment of Alan Downton, Deputy Chief Officer of the Business Board at the Cambridgeshire Peterborough Combined Authority, as a director of Cambridgeshire and Peterborough Business Growth Company Limited (Growth Co)

125. Community Renewal Fund Award

The Board was advised that the Community Renewal Fund (CRF) Award report had been added to the Forward Plan on 12 November 2021 under general exception arrangements. This followed the announcement by Government on 3 November 2021 of the results of the CRF application process. The Combined Authority had received approval for two of the seven project proposals which it had submitted as the Lead Authority for the CRF. These were Start and Grow, which was awarded £2,480k and Turning Point, which was awarded £847k. The project delivery window had been

extended to 30 June 2022 to accommodate the late announcement of the successful projects by Government. It was understood that funding would be awarded as a revenue grant paid in two tranches with the final payment being made retrospectively against successful delivery.

Councillor Smith asked how the Combined Authority's success in this application process compared to other combined authorities. The Director of Business and Skills stated that the Combined Authority had received 0.02% above what it would have expected to receive and that this included approval of the largest single project in the country.

Councillor Herbert commented that it would be useful to know of any feedback received so that lessons could be learned for the future. The Director of Business and Skills stated that detailed feedback was awaited on those projects which had been unsuccessful and that this would be discussed with project leads when it was received.

On being proposed by the Mayor, seconded by Mr Adams, it was resolved unanimously by those present and voting to:

- a) Note the award of £3,393,851 from Department for Levelling Up, Housing and Communities (DLUHC) jointly with Department for Work and Pensions (DWP) in relation to the Community Renewal Fund
- b) Following acceptance of the grant, delegate authority to the Director of Business and Skills in consultation with the Chief Finance Officer and Monitoring Officer to enter into grant funding agreements on behalf of the Combined Authority with the two approved providers.

By recommendation to the Combined Authority Board

Part 4 - Recommendations from the Transport and Infrastructure Committee

126. March Area Transport Study Outline Business Case

The Board was advised that the drawdown figure which the Transport and Infrastructure Committee had recommended to the Board for approval was £1.51 million, and not £1.5 million as shown in the published report.

The March Area Transport Study had first been approved for inclusion in the Transport programme in March 2018. The recommended package of schemes was commercially viable, deliverable and offered high value for money with a benefit cost ration (BCR) of 2.9. The Outline Business Case had been subject to independent review and had been signed off in accordance with Combined Authority's assurance process.

The Mayor stated that there had been a good debate of this item at the Transport and Infrastructure Committee meeting on 8 November and that the Committee had endorsed the recommendations unanimously.

Councillor Smith commented that she would like to see a full impact assessment of the carbon impact of projects of this type carried out in future. Officers stated that the full business case would pick up environmental issues.

Councillor Boden commented that the project would involve a lengthy and quite disruptive process, but that it would have a positive impact on March town centre once completed.

On being proposed by the Mayor, seconded by Councillor Boden, it was resolved unanimously by those present and voting to:

Approve the drawdown of £1.51 million for production of the Full Business Case and detailed design.

The vote in favour included at least two thirds of all Members appointed by the Constituent Councils present and voting, including the Members appointed by Cambridgeshire County Council and Peterborough City Council.

127. A1260 Nene Parkway Junction 15

The Board was advised that the report recommendations had been endorsed unanimously by the Transport and Infrastructure Committee on 8 November 2021. The Committee had noted that the scheme set a standard for including environmental and sustainable issues.

Councillor Smith welcomed the environmental enhancements and focus on green travel. However, she felt unable to support the recommendations as they would in her view include and encourage car use. The Head of Transport stated that officers took that challenge seriously. The Local Transport Plan included a commitment to reduce car use across the region. However, there was still a need to address some of the travel challenges which currently existed. The proposals before the Board related to one of only three river crossings in the Peterborough area. In his judgement it was vital to look at improvements like this to manage the flow of through-traffic rather than seeing it moving onto the local road network. Officers had worked closely with Peterborough City Council (PCC) on the proposals and the project also included enhancements to local active transport options.

Councillor Fitzgerald commented that this was a much-needed project for Peterborough and that he believed that the proposals would result in less congestion and less pollution at a busy junction. He did not believe that it would increase or encourage more road users.

Mr Adams commented that he was wary of approving construction projects as they had a tendency to be over-spent and to over-run. He asked officers for their level of confidence in the proposals before the Board. The Head of Transport stated that this scheme had been subject to quite significant scrutiny and that he had high confidence in the proposals. PCC had a history of delivering transport projects to time and on budget in the majority of cases, except where external factors beyond its control occurred such as issues with utilities. Councillor Fitzgerald stated that PCC had an award-winning highways team.

On being proposed by the Mayor, seconded by Councillor Fitzgerald, it was resolved by a majority of those present and voting to:

- a) Approve the Full Business Case
- b) Approve an allocation of £3.014m from its capital reserves to increase the current subject to approval budget from £5m to the forecast construction cost of £8.014m
- c) Approve the total £8.014m for the construction phase of the project including the re-profiling of the project budget

The vote in favour included at least two thirds of all Members appointed by the Constituent Councils present and voting, including the Members appointed by Cambridgeshire County Council and Peterborough City Council.

Part 5 - Recommendations from the Skills Committee

128. Adult Education Budget Commissioning Approach and Statement for 2022-23 onwards

The recommendations before the Board were considered by the Skills Committee on 10 November 2021 where they had been endorsed unanimously.

The original procurement for the devolved Adult Education Budget had taken place in 2019 and a contract had been awarded on a three-year basis. It was proposed to launch the next open procurement round in January 2022 with a focus on the youth offer for 18-24 year olds, skills support for the unemployed aged 24+, Level 2 and 3 qualifications, employer responsive provision in growth and priority sectors and a place-based focus on Fenland and Peterborough to address identified skills gaps. Officers were looking to establish a more transformative than transactional relationship with providers in delivery of the new Employment and Skills Strategy.

In her capacity as Lead Member for Skills and Chair of the Skills Committee, Councillor Nethsingha commented that this approach was thoroughly supported by the Skills Committee. She described the skills budget as quite small and expressed some frustration at the limited flexibility on its use. She would like to see the Board taking account of this. The Chief Executive welcomed the Board's passion in this area, commenting that she would want to see more work going forward with colleges and other providers.

Councillor Smith described the proposals as encouraging and asked when the outcome of mapping work on skills cold spots would be available. Officers stated that the first draft had been completed and that this would be available for the January meeting of the Skills Committee.

Councillor Boden observed that there was no significant mention of e-learning in the report and asked whether there should be more emphasis on this given the difficulties experienced by some residents in travelling to training venues. Officers stated that e-learning was already included in the provision in place.

Councillor Bailey commented that East Cambridgeshire as a whole was a cold spot for further education and skills provision.

On being proposed by Councillor Nethsingha, seconded by Councillor Bailey, it was resolved unanimously by those present and voting to:

- a) Approve the proposed commissioning approach for the devolved Adult Education Budget from 2022-23 academic year onwards, to procure Independent Training Providers under contracts for services for up to £3m per year, subject to Department for Education (DfE) awarding the funding.
- b) Approve the implementation of three-year Plan-Led Funding, for the commissioning of Further Education Colleges and Local Authorities, operating under grant funding, from 2022-23 academic year onwards, subject to DfE funding awards.
- c) Delegate authority to the Director of Business and Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter into multi-year grant funding agreements with providers on behalf of the Combined Authority, following approval of three-year Plans
- d) Delegate authority to the Director of Business and Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter into contracts for services with Independent Training Providers on behalf of the Combined Authority, following conclusion of the commissioning process outlined in this report.

Part 6 - Recommendations from the Business Board

The Mayor reminded the Board that when the Combined Authority took decisions as Accountable Body for the Business Board it was committed to acting in line with the Combined Authority Assurance Framework in the interests of the Cambridgeshire and Peterborough area as a whole, and to take decisions based on the recommendations of the Business Board.

129. Strategic Funding Management Review November 2021 and Project Change Request

The Board was advised that recommendation b) had been amended by the Business Board to recommend that the Monitoring Officer should be authorised to make any relevant changes to the Local Assurance Framework, rather than 'officers' as stated in the report.

Approval was recommended for a project change request for the University of Peterborough Phase 2 Car Park infrastructure project. This related to a decrease in match funding from Peterborough City Council (PCC) due to a reduction in the size of the planned car park. Approval was also sought for the proposed strategy for investing Business Board recycled funds.

Mr Adams stated that the proposals relating to the proposed strategy for investing recycled funds had received unanimous support when it was discussed by the Business Board on 8 November 2021. This would see it used as seed funding to leverage larger

opportunities and to capitalise on larger opportunities via the Government's Levelling-Up Fund. A joined-up approach to large projects was needed and the support of local leaders to coral those opportunities would be vital.

Councillor Boden welcomed the proposals, noting that one possible use might be the Fenland Levelling-Up bid. The majority of monies making up the recycled funding had been re-allocated from the Wisbech Access Strategy so he felt that it would be appropriate for some of that funding to be returned to the area.

Councillor Smith asked what engagement had taken place between the Business Board and local councils on the options for the use of recycled funds and whether there was an over-arching strategy for pipeline projects. Officers stated that discussions had taken place with each of the constituent council's economic development managers. However, there was now £350m of pipeline projects identified so it would not be possible to deliver them all. Mr Adams stated that the pipeline represented opportunities remaining from previous project calls. The pipeline was based on the assumption of continued Local Growth Fund funding, but Government had decided instead to proceed with the Levelling-Up Fund. It was therefore appropriate for the Business Board to debate what shape the allocations of funds should take going forward. The proposals which the Business Board had put before the Board would create the leverage to draw in funding for large projects with a small residual amount held in reserve.

On being proposed by Mr Adams, seconded by Councillor Boden, it was resolved unanimously by those present and voting to:

- a) Approve the project change request for the University of Peterborough Phase 2 Car Park infrastructure project.
- b) Approve the proposed strategy for investing Business Board recycled funds, and for the Monitoring Officer to make any relevant changes to the Local Assurance Framework.

Councillor Fuller left the meeting at 1.52pm.

130. Agri-Tech Sector Strategy

The Board was reminded that agri-tech represented a key aspect of the Local Industrial Strategy. The Business Board had concluded that Promar International Ltd's report had provided a helpful starting point, but that that a more focused piece of work was needed. Agri-TechE had been commissioned to carry out this further work and the resulting report had identified 14 possible interventions based around five key themes. The Combined Authority's geography was becoming world renowned for its agri-tech so it was vital to build on that. The resulting business cases would go to the Business Board for consideration and on to the Combined Authority Board for approval in the usual way.

Mr Adams commented that this work had taken some time to complete and was in his view long overdue. The Business Board now had a prioritised list of actions to draw on as it looked at potential funding sources and opportunities for the agri-tech sector.

Councillor Bailey commented that agri-tech was a sector of untapped potential within the region and she felt that its capacity should be promoted. She further commented that she would like to have a better understanding of the conversation around land use and would welcome the opportunity for the Board to learn more about this. Councillor Nethsingha agreed that this was something which might usefully be covered through a future workshop.

Councillor Boden noted that recommendation 4 of the Agri-TechE report referenced agriculture in Fenland. He felt it was important to recognise that Fenland was not an area of uniformly high-quality peat soil and that in some areas this had been partially or completely denuded. He asked what engagement had taken place with Fenland's farmers to understand the granularity of the circumstances which they faced. Officers stated that Agri-TechE had access to key farmers and growers in the Combined Authority area.

The Mayor welcomed this as an excellent report and emphasised the absolute expectation of lots of collaboration.

On being proposed by Mr Adams, seconded by Councillor Bailey, it was resolved unanimously by those present and voting to:

Approve the adoption of the Agri-Tech Sector Strategy/ Action Plan.

131. Business Board Annual Report 2020-21

The Combined Authority Board was invited to note the Business Board's Annual Report 2020/21 and the intention to request a virement from the forecast underspend on the Business Board Effectiveness Review to develop the Business Board microsite.

It was proposed to publish the annual report on the Combined Authority website to demonstrate the Business Board's achievements. An online dashboard would also be created for the business community in the new year as part of the proposed Business Board microsite.

Mr Adams commented that the Business Board had been in operation now for two years and the annual report summarised a number of its main achievements. Investments during this period were ten times more successful than had been the case under the previous local enterprise partnership (LEP). Based on this performance the Business Board was now seen as being in the top quartile and possibly within the top three LEPs in the country. The issues which had existed under the previous LEP had been fixed and it was important going forward to use this as evidence to Government to demonstrate that robust processes were in place and that the Business Board would deliver on any investment which it attracted. Mr Adams expressed his thanks to the Director of Business and Skills and his team for their hard work during this period. The Mayor echoed these sentiments.

Councillor Fitzgerald commended the role which Mr Adams had played in this process and described the work he had done in steering the team as remarkable. These comments were unanimously endorsed by the Board.

It was resolved to:

- a) Note the Business Board Annual Report 2020-2021.
- b) Note the need for further funding beyond the current allocation for the Annual Report to develop the Business Board microsite, and the intention to request a virement from the forecast underspend on the Business Board Effectiveness Review to meet this need.

Part 7 - Governance Reports

132. Combined Authority Committee Membership Changes and Business Board Substitutes November 2021

The Board was advised of changes to the membership of the Transport and Infrastructure Committee and the Overview and Scrutiny Committee and to the substitute membership of the Housing and Communities Committee. The Deputy Monitoring Officer confirmed that Councillor Bailey should not vote on recommendation c) as this related to her proposed re-appointment as the nominated substitute member for the Mayor and the Lead Member for Economic Growth on the Business Board.

On being proposed by the Mayor, seconded by Councillor Fitzgerald, it was resolved unanimously by those present and voting to:

- a) Ratify the appointment by Fenland District Council of Councillor Samantha Hoy as its substitute member on the Housing and Communities Committee for the remainder of the municipal year 2021/2022.
- b) Ratify the appointment by East Cambridgeshire District Council of Councillor Ian Bovingdon as its member on the Transport and Infrastructure Committee for the remainder of the municipal year 2021/2022.
- c) Approve the reappointment of the nominated substitute member for the Mayor and Lead Member for Economic Growth for the Business Board (Councillor Anna Bailey)
- d) Note the appointment by Peterborough City Council of Councillor Amjad Iqbal as one of its members on the Overview and Scrutiny Committee for the remainder of the municipal year 2021/2022.

133. Annotated Forward Plan

On being proposed by the Mayor, seconded by Councillor Nethsingha, it was resolved unanimously by those present and voting to:

Approve the Forward Plan.

134. Performance Report

The Board was advised that the version of the report which was initially published with the agenda was an early version, but that the correct version was published on 17 November 2021 and a copy sent electronically to all members of the Board.

The Board's attention was drawn to the CAM project which was currently showing as amber, but which was due to close later in the month following the Board's decision in October 2021 to end the project. The fundamentals of the local economy remained strong despite the Covid shock. The format of the performance report was currently being revised and the outcome of this work would be brought to the Board in January.

It was resolved to:

Note the latest Performance Dashboard

(Mayor)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item 1.2, Appendix 1

Combined Authority Board – Updated Minutes Action Log

Purpose: The action log contains actions recorded in the minutes of Combined Authority Board meetings and provides an update on officer responses.

Minute	Report title	Lead officer	Action	Response	Status
4.	Membership of the Combined Authority	Robert Parkin	Cllr Boden asked that the proposals to amend the Constitution to enable a Non-Statutory Deputy Mayor to be appointed from the membership of the Combined Authority Board to be circulated at the earliest opportunity to allow Board members and their legal advisers to review them.	A paper will be brought to the February Leaders' Strategy meeting which sets out any proposed changes to the Constitution. A report to the Combined Authority Board will follow in March 2022.	Open

Minute	Report title	Lead officer	Action	Response	Status
12.	Calendar of Meetings 2021/22	Robert Parkin	Cllr Herbert asked for better agenda management to reduce the length of Board meetings.	Business is put to the Combined Authority Board at the request of Directors. The governance team seek to manage business away from the Combined Authority Board where appropriate, however a change to the amount of business to the Combined Authority Board will depend upon a review of the overall governance arrangements which will be brought to the Leaders' Strategy meeting in March 2022.	Open
49.	Performance Report and Devolution Deal Update	Paul Raynes	Officers were asked to look at how differences in performance within different areas within the Combined Authority's geography could be expressed in future reports.	09.08.21: Officers will consider this, as a refreshed format of the Performance Report is identified for the future. 11.11.21: A refreshed format of the Performance Report will be proposed at the March Board meeting alongside the new Business Plan.	Open
49.	Performance Report and Devolution Deal Update	Paul Raynes	Officers were asked to produce a fuller description of progress to date against Devolution Deal commitments before the end of the year, to be considered either by the Board or at a Leaders' strategy meeting.	09.08.21: Officers will consider this, as a refreshed format of the Performance Report is identified for the future. 11.11.21: A report on progress against Devolution Deal commitments is on the agenda for the January Board meeting.	Closed
49.	Performance Report and Devolution Deal Update	Paul Raynes	Officers were asked to include forward projections of growth in future reports.	09.08.21: Officers will consider this, as a refreshed format of the Performance Report is identified for the future. 11.11.21: A refreshed format of the Performance Report will be proposed at the March Board meeting alongside the new Business Plan.	Open

Minute	Report title	Lead officer	Action	Response	Status
49.	Performance Report and Devolution Deal Update	Paul Raynes	Officers to update the section on health to reflect the current position in relation to integrated working between health and social care in future reports.	09.08.21: This will be reviewed closely during the next update of the Devolution Deal report in January 2022.	Closed
86.	Local Assurance Framework Annual Review	Jon Alsop/ Robert Parkin	In future iterations: <ol style="list-style-type: none"> 1. Expand the reference to portfolios in the final paragraph of paragraph 3.2. 2. Remove tracked formatting changes so that substantive changes are more easily identified. 	Noted. This will be reflected when the Local Assurance Framework is next brought before the Combined Authority Board in March 2022.	Closed
87.	Budget Monitor Update	Rowland Potter/ Oliver Howarth	Councillor Bailey commented that she would like to see the Bus Task Force re-instated. The Mayor stated that this could be discussed at a future Leaders' strategy meeting.	The first meeting of the reinstated Bus Task Force with district representatives is now scheduled on 14 th March and it is proposed they meet quarterly.	Closed
92.	ZEBRA Phase 2	Rowland Potter	The Mayor stated that he would be happy for a joint letter from himself and the Lead Member for Public Health to be sent to Minsters on this issue. He would also be happy to raise it with his mayoral colleagues.	A letter to be drafted as described setting out the CPCA ambition to see the next phase of ZEBRA come to this area.	Open

Minute	Report title	Lead officer	Action	Response	Status
96.	Intra-Group Agreement between the CPCA and Cambridgeshire and Peterborough Business Growth Company Ltd (Growth Co)	John T Hill/ Jon Alsop/ Robert Parkin	Officers confirmed that there was no strategy at present to ensure that none of the CPCA's subsidiaries made a profit and so became liable to corporation tax. The Director of Business and Skills would look at this with the Chief Finance Officer and Monitoring Officer.	A paper will be taken to the Leaders' Strategy Meeting in February 2022.	Open
105.	Future Proposals for OneCAM Ltd and the Local Transport Plan Refresh	Robert Parkin	The Monitoring Officer undertook to confirm whether there were any onward costs associated with the rescinding of job offers.	Completed.	Closed
118.	Budget Monitor Report November 2021	Eileen Milner/ Rowland Potter	The Chief Executive undertook to provide Cllr Bailey with further detail outside of the meeting around the A10 Dualling project and the rationale for this being considered by the County Council's Highways and Transport Committee.	Meeting recently held with Cllr Bailey and action resolved following that meeting.	Closed
119.	Draft Sustainable Growth Ambition Statement and 2022/23 Draft Budget and Medium-Term Financial Plan 2022 - 2026	Paul Raynes	The Mayor asked that some specific consultation around the draft Sustainable Growth Ambition Statement should be undertaken with business.	Strategy and Communications team colleagues will set up a business workshop event.	Closed

Minute	Report title	Lead officer	Action	Response	Status
		Jon Alsop/ Paul Raynes	The Mayor asked the Chief Finance Officer and Director of Delivery to reflect on the Chair of the Business Board's comments around the practice of other Combined Authorities of ring-fencing funding to support business and his suggestion of encouraging business to capitalise on opportunities in relation to the products, services and supply chains needed to support environmental change as part of the budget setting process.	This will be considered as part of the Medium-Term Financial Plan budget setting process.	Closed
120.	Cambridgeshire and Peterborough Independent Commission on Climate Independent Report	Paul Raynes	Cllr Bailey commented that she had previously suggested a Combined Authority funded resource in each of the constituent councils. The Mayor acknowledged this as something to be considered.	This will be considered as part of the Medium-Term Financial Plan budget setting process.	Closed
121.	Capability Fund 2021/22 Grant Award	Rowland Potter	The Head of Transport undertook to share the figures around how much money was left in Tranche 3 with the Board outside of the meeting.	The Head of Transport will produce a note for Board members on outstanding bids from Government.	Open
126.	March Area Transport Study OBC	Rowland Potter/ Robert Parkin	Cllr Smith commented that she would like to see a full impact assessment of the carbon impact of projects of this type carried out going forward.	The Head of Transport will provide a note appending Government guidance.	Open

Minute	Report title	Lead officer	Action	Response	Status
130.	Agri-Tech Sector Strategy	Paul Raynes	Cllr Bailey commented that would like to have a better understanding of the conversation around land use and would welcome the opportunity for the Board learn more about this. Councillor Nethsingha agreed that this was something which might usefully be covered through a future workshop.	There is a workshop for Leaders already being arranged in the New Year by Officers (Paul Raynes) focussing on Outstanding Strategic Land Issues across the Combined Authority, to which the conversation and opportunity for learning about land use (including Agriculture / Agri-tech) in the Combined Authority will be included to support the Leaders further understanding.	Closed

Budget Monitor Report - January 2022

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Lead Member:	Mayor Dr Nik Johnson
From:	Jon Alsop Chief Finance Officer
Key decision:	No
Forward Plan reference:	n/a
Recommendations:	<p>a) Note the financial position of the Combined Authority for the year to date.</p> <p>b) Note the completion, and clean audit opinion, of the 2020-21 accounts of the Combined Authority, and its subsidiaries.</p> <p>c) Approve the Combined Authority's continued use of the PSAA to appoint the suppliers of External Audit services for 5 financial years beginning 1st April 2023. (c£44k p.a. for 5 years).</p> <p>d) Note the increase in the ICT External Support budget per ODN 324-2022</p>
Voting arrangements:	<p>Items a), b), and d), note only (no vote required). Item c) a simple majority of all Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 This report provides an update of the 2021/22 budget position and capital programme as at 30th November 2021.

2. Background

- 2.1 This report presents the actual expenditure position as at the 30th November 2021, the current forecast outturn (year-end) position against that budget and, by exception, explanation of significant forecast variances between outturn and budget.
- 2.2 As previously agreed by the Board, the exception reporting thresholds are: £100k in Mayoral and Corporate Services revenue budgets, £250k for 'Income', 'Housing', 'Business and Skills', and 'Delivery and Strategy' revenue budgets, and £500k on all capital projects.

3. Revenue Budget Position

- 3.1 A summary of the financial position of the Authority, showing 'Revenue' income and expenditure for the eight-month period to 30th November 2021, is set out in the table below. A more detailed breakdown of income and expenditure for the year to date is shown at **Appendix 1**.

	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actual to 30 th Nov £'000	Forecast Outturn £'000	FO Variance £'000	Change in FO £'000	App 4 ref:
2021-22 Revenue								
Grant Income	-46,360	-3,394	-49,754	-34,989	-50,173	-419	-3,813	1
Mayor's Office	488	-	488	266	427	-60	-27	
CA Gross Staffing Costs	6,642	-	6,642	4,303	6,913	271	130	2
Other Employee Costs	327	-	327	93	287	-40	-	
Externally Commissioned Support Services	312	202	514	320	497	-17	106	
Corporate Overheads	780	-	780	226	591	-190	-35	
Governance Costs	1,184	-	1,184	971	1,184	-	-	
Other Corporate Budgets	-38	-	-38	-214	-133	-95	-	
Recharges to Ringfence Funded Projects	-3,294	-	-3,294	-2,287	-3,032	262	-103	
Corporate Services Expenditure	5,914	202	6,116	3,413	6,307	192	98	
Business and Skills	28,506	-	28,506	10,306	22,612	-5,894	-851	3
Delivery and Strategy	18,090	-	18,090	7,121	16,954	-1,135	-478	4
Housing	214	-	214	48	86	-128	-	
Workstream Expenditure	46,810	-	46,810	17,475	39,652	-7,158	-1,329	
Total Expenditure	53,211	-	53,413	21,154	46,387	-7,026	-1,258	

- 3.2 The Forecast Outturn as set out in the table above shows a 'favourable' variance of forecast expenditure against approved budgets of £7.0m, an increased variance of £1.2m compared to the previously reported position including three budgets where the change is greater than the reporting threshold offset by one budget increased approved via ODN. A full list of all budgets is included in **Appendix 1** and detail on material changes to expenditure forecasts are covered in **Appendix 4**):
- The forecast spend on staffing has increased by £130k, although this is partially offset by an increase in forecast staffing recharges to specific grant funded budgets of £103k.
 - The spend on the Green Homes Grant – Sourcing Activity is forecast to be £384k lower than previously anticipated. This is a result of the ongoing movement in the programme which is the subject of another paper on this meeting's agenda.
 - The Bus Review implementation is forecasting an underspend of £669k. This is due to delay in the process considering Enhanced Partnerships and Franchising. As the Combined Authority has committed to considering the case for franchising the budget will seek permission to be carried into 2022-23 to continue this work.
- 3.3 The increase of £3.8m in budgeted grant income is due to the successful Community Renewal Fund (CRF) bids reported to the November CA Board (£3.4m) and a £420k increase in funding for the Energy Hub for delivery of works relating to COP26. Once the contracts relating to the CRF bids are in place for delivery, and the profile of spend between the current financial year and next are known the expenditure budgets will be updated to reflect this.
- 3.4 The £202k increase in externally commissioned support costs reflects an ODN approved by the Chief Finance Officer, increasing the budget for ICT External Support – the additional budget was required to fund a step change increase in the level of ICT support provided to the Combined Authority to address the issues and risks identified by the ICT systems and controls internal audit earlier in the year. Further details are set out in the ODN, as the detail is already in the public domain there is no appendix 4 entry for this budget line.
- 3.5 The current Forecast Outturn shows an expected revenue expenditure for the year of £46.4m against a 'grant income' of £50.1m.
The difference is made up of the balance of contributions to, and drawdowns from, ringfenced reserves built up where grants are received in a different year to the expenditure. The major draw on ringfenced reserves for 2021-22 are for the Rural Communities Energy Fund, the Health and Care Sector Work Academy and LGF topslice reserve. There are forecast contributions to reserves for Enterprise Zone receipts and the Energy Hub. The £3.4m CRF grant income is currently contributing to this difference as the expenditure has not yet been included in the budget.
- 3.6 Actuals to-date on the workstream budgets are only 45%, while claims are submitted to the Combined Authority a month in arrears, we are still noticeably behind the forecasts set at the start of the year which predicted 57% spend by this point - a difference of £5.6m. The forecast outturn variance for workstream budgets is £7.1m which suggests that the majority of the delayed spend will not be caught up by end of the financial year with some further

underspends expected to materialise in the second half of the year.

4. Capital Programme

- 4.1 A summary of the in-year capital programme and capital grant income for the period to 30th November 2021 are shown in the tables below. Detail of the capital programme can be seen across **Appendices 2 and 3**. (Please note: 'STA' stands for 'Subject to Approval' and 'YTD' for 'year to date').

Capital Programme Summary	Revised 21-22 Budget	Year To-Date Actuals	21-22 Forecast Outturn	Forecast Variance	
	£'000	£'000	£'000	£'000	%
Corporate Services	44	-	44.0	-	0.00%
Business and Skills	115,712	18,724	87,331	-28,382	-24.5%
Delivery and Strategy	67,939	41,207	58,989	-8,950	-13.20%
Housing	36,960	7,832	30,595	-6,365	-17.2%
Totals	220,655	67,763	176,959	-43,696	-19.8%

Capital Funding Summary	Revised 21-22 Budget	Year To-Date Actuals	21-22 Forecast Outturn	Forecast Variance		% received to date
	£'000	£'000	£'000	£'000	%	
Housing Capital Grants	-4,000	-	-4,000	-	0.0%	0.0%
Active Transport Grant Capital	-	-	-	-	0.0%	0.0%
Capital Gainshare	-12,000	-12,000	-12,000	-	0.0%	100.0%
Local Transport Capital Grants	-23,080	-24,620	-24,620	-1,540	6.7%	100.0%
Green Homes Energy 21-22 (LAD3)	-84,336	-	-84,336	-	0.0%	0.0%
Home Upgrade Grant	-34,053	-	-34,053	-	0.0%	0.0%
Getting Building Fund	-7,300	-7,300	-7,300	-	0.0%	100.0%
Transforming Cities Funding	-30,000	-30,000	-30,000	-	0.0%	100.0%
Totals	-194,769	-73,920	-196,309	-1,540	0.8%	37.7%

- 4.2 The allocations of the Local Authority Delivery phase 3 and the Home Upgrade grants (both elements of the green homes retrofit programme delivered by the Energy Hub) were confirmed and the Combined Authority received, in December, £118m. These grants have now been included in the table above, although the income was received after the 30th November so it is not showing as received.

- 4.3 The Business and Skills directorate is forecasting a £28.4m underspend against budget, £25.2m of this is due to delay in the Green Homes Grant capital programme and there is a separate item on this Board's agenda providing a full update on the project. The Market Towns programme has a total forecast underspend of £2.0m and an update paper is on this Board's agenda. Finally, as previously reported, the forecast of funds invested through Start Codon has reduced from £2.2m to £1m this year with a further £1m forecast in 2022-23.
- 4.4 There have been two material changes in the Delivery and Strategy portfolio since September:
- The A10 Dualling project is forecasting a further £740k underspend, bringing the total forecast underspend to £1.9m. There is a report to this Board updating on the progress of this project
 - The Digital Connectivity Infrastructure programme has reduced its forecast spend for the year by £1.8m. There is a report to this Board updating on the progress of this project
- 4.5 Reported capital spend is 38% of forecast spend for the year. Removing the highways capital maintenance grants, which are entirely paid out at the start of the year, and the Green Homes Capital programme, as it is so large it masks the behaviour of the rest of the capital programme, this moves to 41% - the 26% shortfall compared to where one might expect to be 2/3 of the way through the year represents £45.8m less spend to the end of November. There are two factors which explain some of this: some programmes have only been approved in-year and thus not having ramped up their delivery, for example the market towns programme, and the majority of the Authority's spend being against grant claims which are submitted a month in arrears and thus expenditure lagging behind delivery on projects. The Authority is looking at ways to make committed expenditure more up to date and accurate for future reports.
- 4.6 As with the revenue budget, adjusting for the recently awarded £118m Green Homes Grants, the difference between in-year forecast expenditure and in-year income of £103m is mainly due to timing differences between receiving grant funding and the associated expenditure along with £23m of forecast income from Housing Loans being repaid. The majority of the grant timing difference is the Greater South East Energy Hub's Green Home Grant capital programme where the funding of £79m was received in 20-21 and the majority of spend against this grant is within 2021-22. The balance is made up of drawdowns from other capital funds either in reserves, or received in advance, including the Capital Single Pot, Local Transport Capital Grants and Recycled Growth Funds.

5. Conclusion of the audits of the Combined Authority's 2020-21 Statement of Accounts and of its subsidiaries.

- 5.1 At its December 2021 meeting the Audit and Governance Committee received and approved the final Statement of Accounts and the Annual Governance Statement for 2020/21 and received and noted the External Auditors Report. The auditors, EY, subsequently issued an unqualified audit opinion on the Statement of Accounts.

- 5.2 The final statement of accounts, along with the auditor's annual report were published on the Combined Authority's website on the 21st December 2021.
- 5.3 The auditor's concluded that:
- The financial statements give a true and fair view of the financial position of the Authority as at 31 March 2021 and of its expenditure and income for the year then ended.
 - There were no matters to report by exception on the Authority's value for money arrangements.
 - The Annual Governance Statement was consistent with their understanding of the Authority.
- 5.4 The deadline for the filing of company accounts at Companies House for the financial year ended 31st March 2021 was the 31st December 2021. The accounts for all five companies where the Combined Authority has substantial control, were approved by their respective Boards and filed ahead of this deadline (Angle Holdings Ltd, Angle Developments (East) Ltd, Cambridgeshire and Peterborough Business Growth Company Ltd, One CAM Ltd, and Peterborough HE Property Company Ltd). All five companies received clean, unqualified audit opinions.

6. Appointment of Combined Authority External Auditors

- 6.1 On September 22nd September 2021, the Combined Authority received an invitation from Public Sector Audit Appointments limited (PSAA) to opt into the national scheme for audit appointments from April 2023. The Audit and Governance Committee considered the letter at their December meeting and recommended that the Combined Authority opt-in to the PSAA national scheme.
- 6.2 The following points were made in the letter from the PSAA which the Audit and Governance Committee reviewed in coming to their recommendation:
- The external auditor for the 2023/24 financial statements has to be appointed before the end of December 2022
 - PSAA has been confirmed in the role of the appointing person for eligible principle bodies for the period commencing April 2023
 - The five consecutive years beginning 1 April 2023 have been specified as the compulsory appointing period for the purposes of the regulations which govern the national scheme.
 - There is a challenging local audit market. PSAA believe that eligible bodies will be best served by opting to join the scheme.
 - If the Authority decides to join the scheme, formal acceptance needs to be provided by 11 March 2022.
 - The relevant regulations require that the decision to opt in must be made by members of the authority meeting as a whole e.g. Full Council or equivalent.
- 6.3 It was also highlighted to the Committee that, as it is a legal requirement that Local Authorities have external audit provision, it is a supplier's market and that Councils acting together may have the best chance of influencing the market, and that it is likely that the

contract price that would be negotiated by the Combined Authority alone would be significantly higher than that achieved through a body acting on behalf of the sector more widely.

- 6.4 Based on the above, and the recommendation of the Audit and Governance Committee, the Combined Authority Board are recommended to opt into the national scheme for auditor appointments for the period 2023/24 to 2027/28.

Significant Implications

7. Financial Implications

- 7.1 There are no direct financial implications beyond those in the body of the report.

8. Legal Implications

- 8.1 The Combined Authority is required to prepare a balanced budget..

9. Other Significant Implications

- 9.1 There are no other significant implications

10. Appendices

- 10.1 Appendix 1 – Detailed breakdown of the revenue position for the year to 30th Nov 2021
- 10.2 Appendix 2 – Capital Position to 30th Nov 2021
- 10.3 Appendix 3 – Capital Programme
- 10.4 Appendix 4 – Detailed Explanations of Material Variances

Appendix 1 - Detailed breakdown of the revenue position for the period to 30th November 2021

	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to- date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
Grant Income							
Additional Home to School Transport Grants	-		-	-219.7		-	-
Adult Education Budget	-13,174.0		-13,174.0	-13,174.0	-13,174.0	-0.1	-
Bus Service Operator Grant	-409.0		-409.0		-409.0	-	-
Careers Enterprise Company Funding	-211.0		-211.0	-88.5	-211.0	-	-
Community Renewal Fund Grants	-	-3,393.9	-3,393.9	-	-3,393.9	-	-3,393.9
COVID-19 bus services support grant	-172.3		-172.3	-172.3	-172.3	-	-
Digital Skills Bootcamp	-1,826.3		-1,826.3	-	-1,826.3	-	-
Enterprise Zone receipts	-1,208.8		-1,208.8	-	-1,208.8	-	-
ERDF - Growth Service Grant	-1,500.0		-1,500.0	-	-1,500.0	-	-
ESF Growth Service Grant	-600.0		-600.0	-14.2	-600.0	-	-
Growth Hub Grants	-536.5		-536.5	-248.2	-536.5	-	-
GSE Energy Hub - Core Funding	-1,605.5		-1,605.5	-2,025.1	-2,025.1	-419.6	-419.6
GSE Energy Hub - Decarbonisation	-1,372.3		-1,372.3	-1,372.3	-1,372.3	-	-
LA Capability Fund	-558.3		-558.3	-	-558.3	-	-
LEP Core Funding	-500.0		-500.0	-250.0	-500.0	-	-
Mayoral Capacity Fund	-1,000.0		-1,000.0	-1,000.0	-1,000.0	-	-
Mid-Life MOT	-40.0		-40.0	-	-40.0	-	-
Revenue Gainshare	-8,000.0		-8,000.0	-8,000.0	-8,000.0	-	-
Skills Advisory Panel Grant	-75.0		-75.0	-75.0	-75.0	-	-
Transport Capacity Funding	-524.1		-524.1	-524.1	-524.1	-	-
Transport Levy	-13,039.7		-13,039.7	-7,823.8	-13,039.7	-	-
Visitor Economy and R&R Grant income	-7.6		-7.6	-1.9	-7.3	0.3	-
Total Grant Income	-46,360.2	-3,393.9	-49,754.1	-34,989.2	-50,173.5	-419	-3,813.5
Mayor's Office							
Mayor's Allowance	95.60		95.60	60.0	92.4	-3.2	-
Mayor's Conference Attendance	15.00		15.00	11.3	15.0	-	-
Mayor's Office Expenses	40.00		40.00	11.3	25.0	-15.0	-15.0
Mayor's Office Accommodation	77.40		77.40	38.6	70.0	-7.4	-7.4
Mayor's Office Staff	259.50		259.50	144.9	225.0	-34.5	-4.4

Total Mayor's Office	487.5	-	487.5	266.0	427.3	-60.2	-26.8
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	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to- date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
Corporate Services							
Combined Authority Gross Staffing Costs							
Business and Skills	2,045.4		2,045.4	1,356.6	2,172.6	127.1	63.6
Chief Executive	309.3		309.3	166.1	288.3	-21.0	6.84
Corporate Services	2,031.2		2,031.2	1,419.3	2,359.9	283.3	162.5
Transport	935.3		935.3	605.2	1,000.0	-9	-52.2
Strategy and Planning	751.8		751.8	466.0	691.0	-60.8	-51
Housing	569.2		569.2	290.1	520.9	-48.3	-
Total CA Gross Staffing Costs	6,642.3	-	6,642.3	4,303.3	7,032.6	271.0	130.1
Other Employee Costs							
Travel	80.0		80.0	16.2	40.0	-40.0	-
Training	90.0		90.0	76.6	90.0	-	-
Change Management Reserve	157.0		157.0	-	157.0	-	-
Total Other Employee Costs	327.0	-	327.0	92.8	287.0	-40.0	-
Externally Commissioned Support Services							
External Legal Counsel	65.0		65.0	49.6	65.0	-	-
Finance Service	74.0		74.0	28.4	60.0	-14.0	-14.0
Democratic Services	95.0		95.0	72.1	97.1	2.10	2.10
Payroll	4.0		4.0	1.4	3.0	-1.0	-1.0
HR	18.0		18.0	11.8	17.0	-1.0	-
Procurement	8.0		8.0	0.9	5.0	-3.0	-1.0
ICT external support	48.0	202.0	250.0	156.2	250.0	-	119.50
Total Externally Commissioned Support Services	312.0	202.0	514.0	320.4	497.1	-16.9	105.6

	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to- date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
Corporate Overheads							
Accommodation Costs	300.0		300.0	28.4	100.0	-200.0	-
Software Licences, Mobile Phones cost	101.6		101.6	12.8	70.0	-31.6	-25.0
Communications	42.1		42.1	20.7	42.1	-	-
Website Development	15.0		15.0	2.6	15.0	-	-
Recruitment Costs	88.0		88.0	55.4	128.0	40.0	-
Insurance	35.0		35.0	4.0	35.0	-	-
Audit Costs	132.0		132.0	35.1	132.4	0.45	0.45
Office running costs	31.2		31.2	8.6	18.0	-13.2	-10.0
Corporate Subscriptions	35.5		35.5	58.9	50.0	14.5	-
Total Corporate Overheads	780.4	-	780.4	226.4	590.5	-189.9	-34.6
Governance Costs							
Committee/Business Board Allowances	144.0		144.0	11.7	144.0	-	-
Election Costs	1,040.0		1,040.0	954.0	1,040.0	-	-
Total Governance Costs	1,184.0	-	1,184.0	971.3	1,184.0	-	-
Other Corporate Budgets							
Corporate Response Fund	145.0		145.0	4.5	145.0	48.0	-
Contribution to the A14 Upgrade	96.0		96.0	-	96.0	-	-
Interest Receivable on Investments	-231.0		-231.0	-218.0	-374.0	-143.0	-
Total Other Corporate Budgets	10.0	-	10.0	-213.5	-133.0	-95.0	-
Recharges to Ringfence Funded Projects							
Internally Recharged Grant Funded Staff	-1,799.0	-722.1	-2,521.1	-1,923.6	-2,525.7	-5	-98.5
Externally Recharged Staff	-709.0	-64.0	-773.0	-363.6	-506.1	266.9	-5
Total Recharges to Ringfence Funded Projects	-2,508.0	-786.1	-3,294.1	-2,287.3	-3,031.8	262.4	-103.4
Total Corporate Services Expenditure	5,913.5	202.0	6,115.5	3,413.5	6,426.5	191.6	97.7

<u>Business and Skills</u>	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actual To-Date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
AEB Devolution Programme	11,367.6		11,367.6	7,786.2	10,455.2	-912.5	204.9
AEB High Value Courses	236.6		236.6	37.9	37.9	-198.7	-170.3
AEB Innovation Fund - Revenue	500.0		500.0	242.3	475.0	-25.0	180.8
AEB Level 3 Courses	808.8		808.8	178.4	477.9	-330.9	-52.1
AEB National Retraining Scheme	39.5		39.5	-	39.5	-	-
AEB Programme Costs	442.1		442.1	252.4	466.1	24.0	-0.0
AEB Sector Based Work Academies	233.2		233.2	5.5	155.5	-77.6	-54.5
AEB Provider Capacity Building	250.0		250.0	-	125.0	-125.0	-125.0
AEB Strategic Partnership Development	250.0		250.0	-	125.0	-125.0	-125.0
Business Board Annual Report	15.0	15.0	30.0	9.7	28.0	-2.0	18.7
Business Board Effectiveness Review	35.0	-15.0	20.0	-	20.0	-	-30.0
Careers and Enterprise Company (CEC)	222.1		222.1	-1.2	211.1	-11.0	-
Digital Skills Bootcamp	1,826.3		1,826.3	4.7	1,826.3	-	-
Economic Rapid Response Fund	150.0		150.0	79.4	138.6	-11.5	21.3
Enterprise Zone Investment	50.0		50.0	-	50.0	-	-
Growth Co Services	3,223.5		3,223.5	167.9	3,131.7	-91.8	-
GSE Energy Hub	890.0		890.0	417.0	673.7	-216.3	-176.1
GSE COP 26	195.0		195.0	66.1	195.0	-	-
GSE Green Homes Grant Sourcing Activity	894.9		894.9	152.5	512.0	-382.9	-384.0
GSE Green Homes Grant Sourcing Strategy	69.3		69.3	69.3	69.3	-	-
GSE Public Sector Decarbonisation	1,372.3		1,372.3	-	178.7	-1,193.6	178.1
GSE Rural Community Energy Fund (RCEF)	735.0		735.0	248.2	785.9	50.9	-151.0
Health and Care Sector Work Academy	3,031.0		3,031.0	188.8	938.8	-2,092.2	-150.0
HPC study and roadmap	46.0		46.0	-	46.0	-	-
Insight and Evaluation Programme	82.5		82.5	28.0	82.5	-	-
Local Growth Fund Costs	560.2		560.2	253.4	455.0	-105.2	-63.2
Market Town and Cities Strategy	120.9		120.9	23.1	121.0	0.1	23.6
Marketing and Promotion of Services	127.8		127.8	91.5	93.0	-34.8	-15.2
Mid-Life MOT	40.0		40.0	20.6	40.0	-	19.2
Peterborough University Quarter Masterplan	100.0		100.0	-	100.0	-	-
Shared Prosperity Fund Evidence Base & Pilot Fund	100.0		100.0	-	98.5	-1.5	-1.5

<u>Business and Skills</u>	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actual To-Date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
Skills Advisory Panel (SAP) (DfE)	112.3		112.3	10.0	91.7	-20.6	-2.3
Skills Rapid Response Fund	115.2		115.2	26.6	108.7	-6.5	2.7
St Neots Masterplan	224.0		224.0	7.7	219.4	-4.6	-
Trade and Investment Programme	32.5		32.5	32.5	32.5	-	-
Visitor Economy and R&R Grants	7.6		7.6	7.3	7.3	-0.3	-
Total Business and Skills	28,506.1	-	28,506.1	10,305.9	22,611.9	-5,894.2	-851.0

<u>Delivery and Strategy</u>	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actual To-Date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
A141 Huntingdon SOBC	114.0		114.0	67.0	104.0	-10.0	-10.0
Additional Home to School Transport Grants	-		-	-	-	-	-
Bus Review Implementation	1,842.4		1,842.4	215.6	1,173.0	-669.4	-669.4
Bus Service Subsidisation	187.0		187.0	219.7	383.0	196.0	196.0
CAM Innovation Company	656.5		656.5	-	-	-656.5	-
CAM Metro OBC	-		-	1.5	1.5	1.5	1.5
Climate Change	159.7		159.7	29.7	157.0	-2.7	1.0
COVID Bus Service Support Grant	189.0		189.0	120.3	189.0	-	-
LA Capability Fund	558.3		558.3	-	558.3	-	-
Land Commission	40.0		40.0	-	40.0	-	-
Local Transport Plan	200.0		200.0	39.9	200.0	-	-
Monitoring and Evaluation Framework	150.0		150.0	17.9	156.0	6.0	-
Non-Statutory Spatial Framework (Phase 2)	56.7		56.7	8.4	56.7	-	-
P'boro Station Quarter SOBC	350.0		350.0	-	350.0	-	-
Public Transport: Bus Service Operator Grant	409.0		409.0	-	409.0	-	-
Public Transport: Concessionary fares	9,129.0		9,129.0	3,960.7	9,129.0	-	-
Public Transport: Contact Centre	234.0		234.0	146.8	234.0	-	-
Public Transport: RTPi, Infrastructure & Information	209.0		209.0	-	209.0	-	-
Public Transport: S106 supported bus costs	-		-	237.7	-	-	-

<u>Delivery and Strategy</u>	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actual To-Date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
Public Transport: Supported Bus Services	3,003.0		3,003.0	1,644.8	3,003.0	-	-
Public Transport: Team and Overheads	465.0		465.0	286.5	465.0	-	-
St Ives (SOBC)	137.0		137.0	124.4	137.0	-	3.0
Total Delivery and Strategy	18,089.6	-	18,089.6	7,120.9	16,954.5	-1,135.1	-477.9
<i>* S106 supported bus costs is a net nil budget as all costs incurred are recharged to the County Council</i>							
<u>Housing</u>							
CLT and £100k Homes	100.0		100.0	2.1	40.0	-60.0	-
Garden Villages	114.0		114.0	45.8	45.8	-68.2	-
Total Housing	214.0	-	214.0	47.9	85.8	-128.2	-
Total Workstream Expenditure	46,809.7	-	46,809.7	17,474.7	39,652.2	-7,157.6	-1,329.0
Total Revenue Expenditure	53,210.8	-	53,412.8	21,154.1	46,506.0	-7,026.1	-1,258.0

Appendix 2 –Capital Position to 30th November 2021

Business and Skills	Approved Budget £'000	21-22 Actuals £'000	Balance to Spend £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
AEB Innovation Fund	324	251	-73	324	-	5
Cambridge Biomedical MO Building	1,702	182	-1,520	1,702	-	-
Cambridge City Centre	691	87	-604	691	-	-
CRC Construction and Digital Refurbishment	911	911	-	911	-	-
COVID and Capital Growth Grant Scheme	7	7	-	7	-	-
Eastern Agritech Initiative	100	129	29	196	96	-0
Green Home Grant Capital Programme	78,340	537	-77,803	53,075	-25,265	-18,623
Illumina Accelerator	1,000	100	-900	1,000	-	-
March Adult Education	314	314	-	314	-	-
Market Towns: Chatteris	1,000	22	-978	1,000	-	452
Market Towns: Ely	1,000	117	-883	656	-344	-
Market Towns: Huntingdon	578	-	-578	578	-	-
Market Towns: Littleport	-	-	-	-	-	-
Market Towns: March	1,000	-	-1,000	550	-450	-370
Market Towns: Ramsey	1,000	-	-1,000	705	-295	-295
Market Towns: Soham	200	18	-182	200	-	-
Market Towns: St Ives	620	-	-620	620	-	-
Market Towns: St Neots	220	-	-220	220	-	-
Market Towns: Whittlesey	1,000	58	-943	500	-500	-420
Market Towns: Wisbech	1,000	-	-1,000	601	-399	-171
Metalcraft (Advanced Manufacturing)	2,979	1,359	-1,620	2,979	-	-
Peterborough City Centre	681	673	-7	681	-	-
South Fen Business Park	997	51	-946	997	-	-
St Neots Masterplan	190	20	-170	190	-	-
Start Codon (Equity)	2,226	456	-1,770	1,000	-1,226	-
The Growth Service Company	3,000	-	-3,000	3,000	-	-
TTP Incubator	33	33	-	33	-	-
University of Peterborough Phase 2	14,600	13,400	-1,200	14,600	-	-
Total Business and Skills	115,713	18,724	-96,989	87,331	-28,382	-19,423

	Approved Budget £'000	21-22 Actuals £'000	Balance to Spend £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
<u>Delivery and Strategy</u>						
A10 Dualling	2,000	-	-2,000	100	-1,900	-740
A1260 Nene Parkway Junction 15	3,222	7	-3,215	457	-2,765	-
A1260 Nene Parkway Junction 32/3	239	129	-110	239	-	-
A16 Norwood Dualling	626	67	-559	527	-99	-89
A505 Corridor	143	6	-137	6	-137	-137
A605 Stanground - Whittlesea	217	-	-217	-	-217	-217
CAM Innovation Company Set up	2,000	-	-2,000	2,000	-	-
CAM Delivery to OBC	250	-	-250	150	-100	-100
Coldhams Lane roundabout improvements	234	-	-234	-	-234	-
Digital Connectivity Infrastructure Programme	3,139	630	-2,508	1,339	-1,800	-1,800
Ely Area Capacity Enhancements	326	202	-124	202	-124	-
Fengate Access Study - Eastern Industries Access - Phase 1	327	282	-45	317	-10	-
Fengate Access Study - Eastern Industries Access - Phase 2	161	114	-47	161	-	-
Local Highways Maintenance & Pothole (with PCC and CCC)	27,695	27,695	-	27,695	-	-
King's Dyke	7,589	4,965	-2,623	7,589	-	-
Lancaster Way	500	-	-500	387	-113	2
March Junction Improvements	3,624	654	-2,970	2,083	-1,541	-
Regeneration of Fenland Railway Stations	2,610	-	-2,610	2,657	47	-
Soham Station	9,244	6,445	-2,799	9,482	238	-
Transport Modelling	750	10	-740	554	-196	-
Wisbech Access Strategy	2,739	-	-2,739	2,739	-	-
Wisbech Rail	306	-	-306	306	-	-
Total Delivery and Strategy	67,939	41,207	-26,732	58,989	-8,950	-3,080

	Approved Budget £'000	21-22 Actuals £'000	Variance to Budget £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
<u>Housing</u>						
Affordable Housing Grant Programme	25,119	893	-24,226	19,426	-5,694	387
Housing Investment Fund - contracted payments	11,841	6,939	-4,902	11,170	-671	-
Total Housing	36,960	7,832	-29,128	30,595	-6,365	387
	Approved Budget £'000	21-22 Actuals £'000	Variance to Budget £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
<u>Corporate Services</u>						
ICT Capital Costs	44	-	-44	44	-	-
Investment in Finance System	-	-	-	-	-	-
Total Corporate Services	44	-	-44	44	-	-
Total Capital Programme	220,655	67,763	-152,893	176,959	-43,696	-22,116

Appendix 3: Capital Programme

	Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
Business and Skills										
AEB Innovation Fund	324	-	-	-	324	-	-	-	-	324
Cambridge Biomedical MO Building	1,702	-	-	-	1,702	-	-	-	-	1,702
Cambridge City Centre	691	-	-	-	691	-	-	-	-	691
CRC Construction and Digital Refurbishment	911	-	-	-	911	-	-	-	-	911
COVID and Capital Growth Grant Scheme	7	-	-	-	7	-	-	-	-	7
Eastern Agritech Initiative	100	-	-	-	100	-	-	-	-	100
Green Home Grant Capital Programme	78,340	-	-	-	78,340	-	-	-	-	78,340
Illumina Accelerator	1,000	1,000	-	-	2,000	-	-	-	-	2,000
March Adult Education	314	-	-	-	314	-	-	-	-	314
Market Towns: Chatteris	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Ely	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Huntingdon	578	-	-	-	578	-	422	-	-	1,000
Market Towns: Littleport	-	-	-	-	-	-	1,000	-	-	1,000
Market Towns: March	1,000	1,100	-	-	2,100	-	-	-	-	2,100
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	200	-	-	-	200	-	800	-	-	1,000
Market Towns: St Ives	620	-	-	-	620	-	380	-	-	1,000
Market Towns: St Neots	220	921	1,959	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Wisbech	1,000	-	-	-	1,000	-	-	-	-	1,000
Metalcraft (Advanced Manufacturing)	2,979	-	-	-	2,979	-	-	-	-	2,979
Peterborough City Centre	681	-	-	-	681	-	-	-	-	681
South Fen Business Park	997	-	-	-	997	-	-	-	-	997
St Neots Masterplan	190	95	-	-	285	-	-	-	-	285
Start Codon (Equity)	2,226	-	-	-	2,226	-	-	-	-	2,226
The Growth Service Company	3,000	3,000	3,000	-	9,000	-	-	-	-	9,000
TTP Incubator	33	-	-	-	33	-	-	-	-	33
University of Peterborough Phase 2	14,600	-	-	-	14,600	-	-	-	-	14,600
Total Business and Skills	115,712	6,116	4,959	-	126,788	-	2,602	-	-	129,390

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
<u>Delivery and Strategy</u>										
A10 Dualling	2,000	-	-	-	2,000	-	-	-	-	2,000
A1260 Nene Parkway Junction 15	3,222	5,000	-	-	8,222	-	-	-	-	8,222
A1260 Nene Parkway Junction 32/3	239	-	-	-	239	5,030	1,500	-	-	6,769
A141 capacity enhancements	-	-	-	-	-	-	650	1,300	2,300	4,250
A16 Norwood Dualling	626	-	-	-	626	420	12,000	-	-	13,046
A505 Corridor	143	-	-	-	143	-	-	-	-	143
A605 Stanground - Whittlesea	217	-	-	-	217	-	-	-	-	217
CAM Delivery to OBC	250	-	-	-	250	-	-	-	-	250
CAM Innovation Company Set up	2,000	-	-	-	2,000	-	-	-	-	2,000
Coldhams Lane roundabout improvements	234	-	-	-	234	2,200	-	-	-	2,434
Digital Connectivity Infrastructure Programme	3,139	-	-	-	3,139	-	1,500	1,500	1,500	7,639
Ely Area Capacity Enhancements	326	-	-	-	326	-	-	-	-	326
Fengate Access Study - Eastern Industries Access: Ph 1	327	-	-	-	327	1,330	4,200	-	-	5,857
Fengate Access Study - Eastern Industries Access: Ph 2	161	-	-	-	161	660	1,280	-	-	2,101
Local Highways Maintenance & Pothole Funds	27,695	23,080	23,080	23,080	96,935	-	-	-	-	96,935
King's Dyke	7,589	-	-	-	7,589	2,100	-	-	-	9,689
Lancaster Way	500	-	-	-	500	-	-	-	-	500
March Junction Improvements	3,624	-	-	-	3,624	1,228	-	-	-	4,852
Regeneration of Fenland Railway Stations	2,610	-	-	-	2,610	674	-	-	-	3,284
Soham Station	9,244	4,000	-	-	13,244	-	-	-	-	13,244
Snailwell Loop	-	-	-	-	-	500	-	-	-	500
St Ives (SOBC, OBC & FBC)	-	-	-	-	-	500	1,000	1,400	1,500	4,400
Transport Modelling	750	-	-	-	750	-	-	-	-	750
Wisbech Access Strategy	2,739	-	-	-	2,739	-	-	-	-	2,739
Wisbech Rail	306	-	-	-	306	2,688	3,000	5,000	-	10,993
Total Delivery and Strategy	67,939	32,080	23,080	23,080	146,179	17,330	25,130	9,200	5,300	197,838

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
Housing										
Affordable Housing Grant Programme	25,119	-	-	-	25,119	-	-	-	-	25,119
Housing Investment Fund - contracted payments	11,841	593	-	-	12,434	-	-	-	-	12,434
Total Housing	36,960	593	-	-	37,553	-	-	-	-	37,553

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
Corporate Services										
Investment in Finance System	-	-	-	-	-	150	-	-	-	150
ICT Capital costs	44	38	38	38	158	-	-	-	-	158
Total Corporate Services	44	38	38	38	158	150	-	-	-	308

Total Capital Programme	220,655	38,827	28,077	23,118	310,678	17,480	27,732	9,200	5,300	370,389
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Appendix 4: Detailed Explanations of Material Variances

Operational Revenue Variances >£100k

1. Energy Hub - Core Funding		Change in forecast expenditure	-£420k
2021-22 Budget	-£1,606k	Forecast expenditure	-£2,025k
<p>The increase in expected income for the Energy Hub is due to new variations to the Energy Hub's core MoU with BEIS which provides additional funding to meet the costs supporting COP26 related activities.</p>			

2. CA Gross Staffing Costs		Change in forecast expenditure	£130k
2021-22 Budget	£6,642k	Forecast expenditure	£6,913k
<p>As previously reported, there is a pressure on the corporate staffing reflecting increased support needs from projects which have expanded in-year, including the Energy Hub.</p> <p>This increase is therefore mostly offset by a £99k increase in the forecast recharge to grant funded staff.</p>			

Workstream Revenue Variances >£250k

3. Green Homes Grant Sourcing Activity		Change in forecast income	-£384k
2021-22 Budget	£895k	Forecast expenditure	£512k
<p>The reduced forecast spend on this budget reflects the delay on the initiation of capital works on the Green Homes Grant programme. There is a separate item on this meeting's agenda which will cover the programme in more detail including explanation of variances and next steps.</p>			

4. Bus Review Implementation		Change in forecast expenditure	-£669k
2021-22 Budget	£1,842k	Forecast expenditure	£1,173k
<p>The budget spend on bus reform has been badly impacted by Covid-19 which has slowed progress on a complex project, largely because of financial uncertainty. The original budget was intended to fund the work on developing an Enhanced Partnership and a Franchise option. As Covid meant that bus operators were only able to continue to trade with emergency</p>			

subsidies from central Government, work was halted until the launch of the National Bus Strategy in March 2021. In the meantime some of the funding has been devoted to trial services including orbitals in Peterborough and Cambridge; faster March to Addenbrookes links; and a wide area Demand Responsive Transport system in west Hunts.

The cause of the change in forecast expenditure is the delay requiring less support from specialist lawyers and external consultants.

The impact of this slowdown is that independent audit of the OBC has been slowed and in consequence the Public Consultation will not start until around 10 May 2022, for around 12 weeks. This is partly due to purdah restrictions.

Given that timelines need to fit around purdah, there is no mitigation plan – we will implement as quickly and smoothly as possible. Expenditure will be minimised over the next three months and then recommence as we start to deliver the Bus Reform Public Consultation. As the funding continues to be required to deliver the bus reforms being implemented this budget will be requested as carry-forward at year end and there are no funding risks associated with the delay.

Capital Programme Variances >£500k

5. Green Homes Grant Capital Programme		Change in forecast expenditure	-£18,623k
2021-22 Budget	£78,340k	Forecast expenditure	£53,075k
<p>The increased underspend on this budget reflects the outcome of further work with BEIS since the previous report to the Board in November and a separate item on this meeting's agenda will cover the programme in more detail including explanation of variances and next steps.</p> <p>BEIS are expected to issue an extension to the current programme to the end of June at which point the next phase of the programme (also delivered by the Combined Authority) will pick up delivery. The anticipated underspend of between £25-31m will be returned to BEIS in this financial year.</p>			

6. A10 Dualling		Change in forecast expenditure	-£740k
2021-22 Budget	£2,000k	Forecast expenditure	£100k
<p>This project was approved by Cambridgeshire County Council's Highways and Infrastructure Committee in December 2021, however there are a number of uncertainties around the funding position with DfT which have meant that work has not yet been significantly progressed.</p>			

There is a separate item on this meeting's agenda which covers the programme in more detail including the funding uncertainties and how the project can be progressed.

7. Digital Connectivity Infrastructure Programme		Change in forecast expenditure	-£1,800k
2021-22 Approved Budget	£3,139k	Forecast expenditure	£1,339k
<p>A £1.75m reduction in expected spend has been included in this month's financial forecast, reflecting the following considerations.</p> <p>1. Broadband -£1m A428, £450k Rural Gigabit Voucher scheme top-up</p> <p>The £1m allocation for fibre ducting in the A428 has not been committed due to delays in the delivery of the A428 scheme and ongoing discussions with National Highways about how to integrate the innovative ducting proposal into their scheme design. . We are maintaining close liaison with National Highways and DfT but it is now clear that that these funds cannot be committed during the current financial year .</p> <p>The £450k underspend on the rural gigabit voucher scheme is a result of Government temporarily suspending rural gigabit vouchers..</p> <p>2. Mobile - £200k</p> <p>The £200k underspend relates to the provision of specialist telcoms planning support to the C&P planning teams. It is expected that the expenditure will still go ahead and the approach has been agreed in principle by constituent authority planning teams, but it is subject to recruitment and final sign off/agreement of resource sharing arrangements and delivery is likely to slip into next financial year.</p> <p>3. ACET - £110k</p> <p>The majority of the underspend is the result of significant savings driven through effective procurement, along with some work which was delayed by Covid disruption and is ongoing.</p> <p>4. Public access Wifi – potential underspend of £30k</p> <p>Overall costs have risen during the last two years and deployments have been challenging due to supply chain shortages and disruption during Covid, however the overall workstream is currently underspent because only two Fenland market town deployments are going ahead instead of the four originally allowed for. This has allowed budget headroom for a deployment in Peterborough city centre.</p>			

Sustainable Growth Ambition Statement, 2022/23 Budget and Medium-Term Financial Plan 2022 to 2026

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Lead Member:	Mayor Dr Nik Johnson
From:	Jon Alsop, Chief Finance Officer
Key decision:	Yes
Forward Plan ref:	KD2021/060
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Adopt the Sustainable Growth Ambition Statementb) Approve the revenue budget for 2022/23 and the Medium-Term Financial Plan 2022/23 to 2025/26.c) Approve the Capital Programme 2022/23 to 2025/26d) Note the Section 73 Officer's statutory Section 25 statement
Voting arrangements:	<ul style="list-style-type: none">a) A simple majority of the Combined Authority to include the Mayorb) & c) A simple majority of the Combined Authorityb) and c) are recorded votes

1. Purpose

- 1.1. According to the Constitution, functions reserved to the Combined Authority Board include the adoption of the non-mayoral Combined Authority budget, the Medium-Term Financial Plan and the Capital Programme. The Combined Authority is required to set its annual budget by 31st January.
- 1.2. The process for the approval of the Mayoral budget is set out in 'The Combined Authorities (Finance) Order 2017 and is considered in another paper on this agenda. It is shown within this report to reflect the overall financial position of the Combined Authority.
- 1.3. This paper sets out the proposed Combined Authority Budget for 2022/23, the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2022/23 to 2025/26.
- 1.4. The Combined Authority Board approved a consultation on the draft Sustainable Growth Ambition Statement and this report summarises the consultation responses and recommends the adoption of the Sustainable Growth Ambition Statement.

2. Background

- 2.1. In November 2021 the Board received and approved a draft Sustainable Growth Ambition Statement, revenue budget, Medium Term Financial Plan (MTFP) and Capital Programme for consultation. The proposed budget in this paper has some alterations from that which was included in the consultation relating to new funding announcements, the recognition of fit-out costs for the proposed new office, and the inclusion of a small number of new projects. More detail on these changes is in section 4, and the revised capital and revenue reserve positions can be seen in finance tables 1 and 2.

The responses from the budget consultation are summarised in Appendix 5 and to the Sustainable Growth Ambition Statement consultation in Appendix 2

Budget Setting Objectives

- 2.2. The overarching objective is to set an affordable and balanced budget, as required by law, that supports delivery of the ambitions and priorities of the Mayor and the Combined Authority.
- 2.3. The Combined Authority is in the process of refreshing key parts of its strategic framework, including the Local Transport and Connectivity Plan and the Economic Recovery Plan. In light of changing circumstances since its inception, the additions to the budget have been limited to projects outside the remit of those strategies, while leaving a significant capital headroom across the MTFP period to ensure the Combined Authority has resources to commit to achieving the needs highlighted in the refreshed strategic framework.
- 2.4. 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 being developed on organisational purpose and priorities to ensure the organisation continues to be appropriately resourced to best meet and support current and future requirements.
- 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'.
- In order to avoid pre-empting decisions the Combined Authority Board has yet to take, the proposed budget has not been updated for recommendations in other papers on this meeting's agenda. In particular, changes between 'subject to approval' and 'approved' budgets, the impact of the Local Authority Delivery 3 (Green Homes Grant), and the updated transport levy have not been included. The budget and capital programme will be updated to reflect the Board's decisions following this meeting. None of the decisions on the Board's agenda is expected to affect the financial stability of the organisation, and thus materially change the Chief Financial Officer's opinion as expressed in the Section 25 statement.

- 2.5. 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. This will require the preparation of business cases which demonstrate that the expenditure represents value for money.
- 2.6. 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.
- 2.7. There is no proposal to precept constituent authorities under Section 40 of the Local Government Finance Act 1992 for the 2022/23 financial year.
- 2.8. The attached appendices provide the summary positions and detailed supporting schedules for both Revenue Expenditure (Appendix 3) and the Capital Programme (Appendix 4).

3. Sustainable Growth Ambition Statement

- 3.1. The Constitution and Assurance Framework require 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. The Board is invited to adopt the new draft Sustainable Growth Ambition Statement set out at Appendix 1. The text was published for consultation alongside the draft MTFP between 26 November and 31 December 2021. The text before the Board today reflects comments made during the consultation.
- 3.3. The Sustainable Growth Ambition Statement restates the Devolution Deal commitment to double the size of the Cambridgeshire and Peterborough economy over the 25 years from the date of the Deal. It also describes the six themes which inform the Combined Authority's investment programme. These reflect an approach anchored in growth theory, aiming to maximise not only annual headline growth in the economy, but also the stock of capital that will support future growth and make it sustainable.
- 3.4. 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.
- 3.5. 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.

4. Budget for 2022/23 and MTFP for the period 2022/23 to 2025/26

- 4.1. This report presents the proposed Revenue and Capital Budgets, reflecting the draft approved for consultation in November 2021 with amendments as set out below and 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.
- 4.2. The changes since the budget which was approved for consultation fall into two categories: updates based on previous Board or Government decisions, and new potential projects included following a prioritisation process conducted throughout December and January.

Prior Board and Government Decisions

- 4.3. The Department for Levelling Up, Housing and Communities have communicated that there will be a continuation of the £1m per year Mayoral Capacity Grant in 2022-23. This income for one year has been included in the Revenue Single Pot in funding table 1 and increased the end of year balance by £1m, offset by the new approved projects costs.
- 4.4. In order to deliver on the Combined Authority's decision instructing officers to find a new office base for the Authority, a capital budget of £200k has been included in 2022-23 to cover the expected costs of fitting out a new office. This can be seen in appendix 4a.

New Projects

- 4.5. Throughout November and December, the Combined Authority assembled a longlist of bids for potential projects to be funded through the MTFP. This list was the result of a co-operative process mandated by the Mayor and Leaders, and carried out across the Combined Authority area. Every constituent authority engaged with the process and bids were received from each of them.
- 4.6. The bids were screened for affordability and scored against the primary Critical Success Factor of fit with strategic objectives (in line with the process recommended by the government's Green Book p.32). All projects which achieved an average score of 2.4 or above on a five-point scale when rated against the six themes of the Sustainable Growth Ambition Statement have been included, and are affordable within a financial envelope of £10m capital and £2m revenue.
- 4.7. This initial allocation of a Subject to Approval budget line ensures that funding will be available for these projects to deliver should they be approved via the gateway stages mandated by the Combined Authority's Assurance Framework, which will require the provision of further evidence on value for money.
- 4.8. A number of other bids were received relating to projects in the field of transport, business and skills and regeneration; these will be considered in line with priorities to be established with emerging policies. The £10m capital and £2m revenue envelope was set with this in mind, to ensure that capital and revenue headroom is maintained to allocate to projects in those key areas.
- 4.9. A list of the new projects and the funding allocated for them is shown below, a summary of each project is included as appendix 6 and the budget lines associated with them are highlighted in blue throughout the tables in appendixes 3 and 4. The total cost of these projects across the lifetime of the MTFP would be £9.8m capital and £1.3m revenue.

Project Title	Indicative cost (£'000)				Funding Type
	2022-23	2023-24	2024-25	2025-26	
Care Home Retrofit Programme	1,000	1,000	-	-	Capital
Community Land Trust pre-development grant*	50	50	-	-	Revenue
Development of sustainable Cultural Services for the City of Cambridge and the Region	183	153	30	-	Capital
	43	113	75	-	Revenue
Doubling Nature Metrics	25	50	50	-	Revenue
Greater Cambridge Chalk Stream Project	100	100	100	-	Capital
	40	40	40	-	Revenue
Huntingdonshire Biodiversity for all	400	400	400	-	Capital
	50	50	50	-	Revenue
"Lifebelt" city portrait to inform Cambridge's sustainable & inclusive growth & recovery	40	40	-	-	Revenue
Logan's Meadow Local Nature Reserve wetland extension	250	30	-	-	Capital
Meanwhile at Core Site, North East Cambridge	-	1,000	-	-	Capital
	10	55	55	-	Revenue
Natural Cambridgeshire	70	70	70	-	Revenue
Nature and Environment Investment Fund	1,000	-	-	-	Capital
Net Zero Villages Programme	1,000	-	-	-	Capital
Rewilding Programme	50	50	50	-	Revenue
Waterbeach Depot Solar PV Smart-grid Project for electronic Refuse Collection Vehicles	2,000	700	-	-	Capital
Totals	5,933	3,383	530	-	Capital
	388	528	405	275	Revenue

*This project is included within the existing 'CLT' budget line in appendix 3.

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 - £9.6m), and for Capital (2025/26 - £41.6m), 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 2022/23 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)	(9,369)	6,695	1,964	(5,693)	(7,971)	7,089	2,038	(4,537)	(7,678)	7,535	1,910	(2,769)	(7,619)	7,692	170	(2,527)
Earmarked Reserves	(2,357)	(272)	993	-	(1,635)	(149)	454	-	(1,330)	(413)	466	-	(1,277)	(453)	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)	(39,074)	39,943	1,964	(9,835)	(36,166)	34,277	2,038	(9,687)	(35,672)	34,271	1,910	(9,179)	(35,931)	35,384	170	(9,557)

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	37,902	(21,210)	(12,000)	2,001	12,583	(18,626)	(12,555)	42	5,830	(25,309)	(12,184)	-	-	(37,493)
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	37,902	(35,223)	(46,253)	45,870	12,583	(23,023)	(43,954)	31,701	5,830	(29,446)	(39,879)	27,695	-	(41,630)

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 3 and 4. 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 £2,527k at the end of 2025/26 in addition to the minimum revenue reserve set at 2% of gross expenditure.

Mayor's Budget

- 6.5. 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. 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 came to an end on the 28th November and a formal public consultation is taking place to shape the final Plan.
- 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 it's 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.

11. Section 25 Statement

- 11.1. Section 25 of the Local Government Act 2003 places requirements on the Section 73 Officer in determining the Authority's budget for the forthcoming financial year to report on the robustness of the estimates made for the purposes of the calculations and on the adequacy of the proposed financial reserves. This assessment is based upon the Combined Authority continuing to operate on an on-going basis and with a minimum £20m gainshare (£8m revenue and £12m capital) to be funded from Central Government. This section sets out the Section 73 Officer's view of the budget and medium-term financial plan.
- 11.2. The level of reserves has been revisited since the setting of the 2021-22 budget. The previous budgets set a minimum revenue reserve position of £1m, this was felt sufficient to meet anticipated overspends in-year however this reserve level was set taking into account both the revenue budget and capital programme despite overspends on the capital programme being met from capital funding sources. As such, the minimum reserve levels are now separated between capital and revenue, and set at 2% of gross expenditure, with some elements of the budget excluded where the risk of overspends is accounted for by other means. This results in a smaller minimum revenue reserve for 2022-23 of £611k, but with a minimum capital reserve of £1.6m in addition to this increasing the total funding held to meet unanticipated overspends.
- 11.3. This report focuses on the budget and financing of the Authority over the next 4 years. The paper identifies a sustainable budget and MTFP for the period within the resources available to the Combined Authority. The revenue budget identifies clear allocations to progress the major priorities of the Combined Authority. There are multiple, and sometime unpredictable, calls on the Combined Authority's limited revenue funding streams, so the use and balance of these funds will be monitored very closely throughout the financial year. The wider Medium-Term Financial Plan provides a clear financial plan that allows the Board to manage and monitor its financial performance as well as deliver its objectives. Resources are clearly identified against priorities. The assumptions and numbers are a fair reflection of the commitments of the Combined Authority.

- 11.4. There is uncertainty over the medium-term funding of Combined Authorities nationally. Looking ahead to the next four years most of the major devolved capital funds which the Combined Authority has had access to – Transforming Cities Fund, Devolved Affordable Housing Funds and Local Growth Funds – have either come to an end or will soon do so. This will leave the Combined Authority with significantly reduced funding to deliver its aims; in the absence of replacement funding it will be more reliant on bidding into central government funding pots for specific projects. The forthcoming Levelling Up white paper may bring in further change and funding but, as this is not yet known, it is prudent for the Combined Authority to plan assuming the current approach will continue and that we will be more dependent on bidding to deliver the strategic projects, and sustainable growth ambitions, of the area. In practical terms this means maintaining the ability to react to government calls for projects, and deliver nationally competitive business cases, to maximise the funding that the area can call down from Government – this has been done by centralising the organisation's response funds so they can be applied where needed, and maintaining capital headroom so that local funding can be put in place where needed to unlock major government investments.
- 11.5. The Capital Programme identifies funding to deliver specific schemes over the period. It will utilise Gainshare Capital to deliver on devolution aspirations such as Digital Connectivity, to continue the regeneration of Market Towns and some transport priorities. It also looks to maximise the benefit of the Transforming Cities Fund towards major Transport priorities and Recycled Growth Fund to stimulate job creation in the local economy. The programme also includes the balance of the dedicated funding for affordable housing in the region from DLUHC. The estimates for the programmes are based upon reasonable estimates across the organisation. Importantly the committed expenditure can be controlled across the years.
- 11.6. The overall budget and Medium-Term Financial Plan allow development of the Combined Authority's ambition within existing resources. Capacity has been built into the plan to potentially utilise borrowing to progress some of the investment programme if needed.
- 11.7. A separate report on this Agenda describes the Business Plan for 2022/23 in more detail. The proposed budget has been developed alongside that plan

Conclusion

The Section 73 Officer considers that the Authority's budget for the forthcoming financial year is based on robust estimates made for the purposes of the calculations and that the proposed financial reserves are adequate to support the budget and Medium-Term Financial Plan.

Significant Implications

12. Financial Implications

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

13. Legal Implications

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

14. Appendices

14.1. Appendix 1 – Sustainable Growth Ambition Statement

14.2. Appendix 2 - Summary of Sustainable Growth Ambition Statement feedback

14.3. Appendix 3 – 2022/23 Revenue Budget and Medium-Term Financial Plan

14.4. Appendix 4 – Capital Programme 2022/23 to 2025/26

14.5. Appendix 5 – Summary of Budget and MTFP Consultation Feedback and Responses

14.6. Appendix 6 – Summary of new projects

15. Background Papers

15.1. Cambridgeshire and Peterborough Combined Authority Constitution

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

Appendix 1 – Sustainable Growth Ambition Statement

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

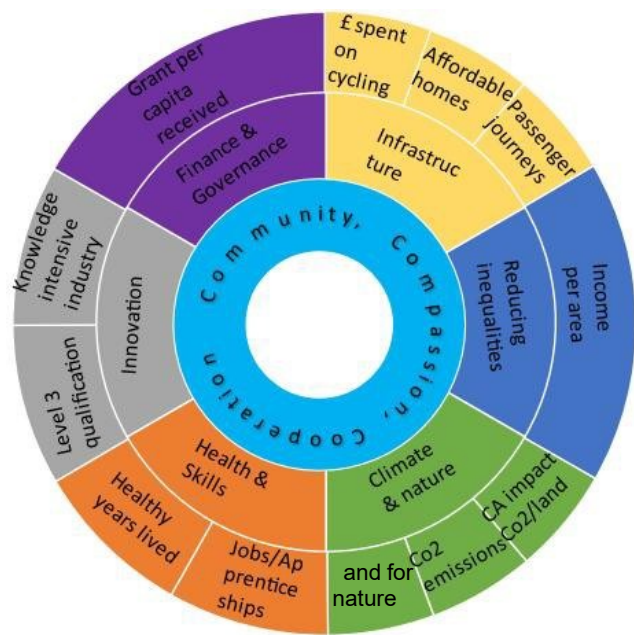
- Compassion
- Cooperation
- Community.

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 be one of the most dynamic and dense knowledge economies in Europe;
- Reducing inequalities: investing in the community and building social capital to complement improved 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, CO2 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.

Appendix 2 – Summary of Sustainable Growth Ambition Statement Consultation

There were 30 responses to the online consultation. Of these, 27 were from Cambridgeshire and Peterborough residents; 8 from business owners; 5 from elected councillors (one of whom submitted his comments twice) and 3 from parish councillors or clerks (these counts overlap).

The responses rated the importance of the themes set out in the Sustainable Growth Ambition Statement as follows:

Theme	% rating “extremely important” or “very important”
Health & Skills	93%
Climate & Nature	90%
Infrastructure	67%
Innovation	53%
Reducing Inequalities	70%
Finance & Systems	47%

Free text comments on the statement and the six themes identified the following issues:

Health and skills

- Agreement on the CA’s role in skills; some questions about whether there is a the role in health and what it is
- The relationship between building human capital and addressing inequality
- The need to work in partnership.

Climate and nature

- Mainly in agreement with the priority; some see it as vague; one suggested it’s a long-term priority after other issues are addressed
- Requests for more emphasis on biodiversity
- Some site-specific points
- Proposals for funding for natural environment projects.

Infrastructure

- A balance of views between support and opposition for more road connectivity
- A few comments supporting light rail and autonomous pods
- Some comments highlighting health and education as well as transport infrastructure
- Relationship highlighted between infrastructure and nature/biodiversity.

Innovation

- Several comments questioning the rationale for intervention and high confidence in the private sector's ability to innovate unaided
- Relationship with health and skills highlighted
- Calls for spreading innovation economy beyond Cambridge.

Reducing inequalities

- Generally supported; one comment suggesting meritocracy rather than inequality targets as the focus; others calling for measures/targets
- Links with other agendas (health/education/climate transition) highlighted.

Finance and systems

- Several calls for public service reform
- Several challenges to the CA to deliver and measure vfm and keep overheads down.

General

- Support for the headline ambitions balanced by calls for greater specificity, targets and delivery plans to back them up
- Reminder not to forget the GVA objective
- More emphasis on social capital required
- Concerns that CA role in housing appears to be reducing.

Appendix 3a – Draft Mayoral Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	Mayor's Office				
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	Total Mayor's Costs	490	497	504	512
488	Total Mayor's Approved Budgets	490	497	504	512

Appendix 3b – Corporate Services Revenue Budget

2021/22 £000's		2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/6 £000's
	Combined Authority Staffing Costs (inc NI & Pen 'er)				
309	Chief Executive	331	338	345	343
	Housing Directorate				
569	Housing	501	516	533	535
	Business and Skills Directorate				
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
	Delivery & Strategy Directorate				
1,639	Delivery & Strategy	908	939	969	971
-	- Transport	582	598	617	614
-	- Passenger Transport	430	447	463	465
	Corporate Services Directorate				
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
5,872	Total Combined Authority Staffing Costs	7,528	7,248	7,583	7,603
	Other Employee Costs				
80	Travel and professional memberships	80	80	80	80
90	Training	88	61	52	52
157	Change Management Reserve	162	158	160	160
327	Total Other Employee Costs	330	299	292	292
	Support Services				
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
312	Total Externally Commissioned Support Services	481	482	483	484
	Corporate Overheads				
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
780	Total Corporate Overheads	825	825	825	825

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

Appendix 3c – 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 3d – 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
	A141 SOBC				
114.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Bus Review Implementation				
1,842.4	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Bus Service Subsidisation				
187.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM Innovation Company				
657	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Covid Bus Service Support Grant				
189.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A142 Chatteris to Snailwell				
-	Approved Project Costs	-	-	-	-
150.0	Subject to Approval	-	-	-	-
	Climate Change				
160	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	100	100	100
	Development of Key Route Network				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Development of sustainable Cultural Services for the City of Cambridge and the Region - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	43	113	75	-
	Doubling Nature Metrics				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	25	50	50	-
	Greater Cambridge Chalk Stream Project - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	40	40	40	-
	Harston Capacity Study				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Huntingdonshire Biodiversity for all - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	50	50	50	-
	Local Transport Plan				
200	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	-	-	-
	Land Commission				
40	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-

"Lifebelt" city portrait to inform Cambridge's sustainable & inclusive growth & recovery					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	40	40	-	-
Meanwhile at Core Site, North East Cambridge - Revenue					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	10	55	55	-
	Monitoring and Evaluation Framework				
150	Approved Project Costs	34	-	-	-
-	Subject to Approval	36	70	70	70
Natural Cambridgeshire					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	70	70	70	-
	Non-Statutory Spatial Framework (Phase 2)				
57	Approved Project Costs	-	-	-	-
245	Subject to Approval	100	-	-	-
	P'boro Station Quarter SOBC				
350	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Public Transport: Bus Service Operator Grant				
409	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
Rewilding Programme					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	50	50	50	-
	Sawston Station Contribution				
-	Approved Project Costs	-	-	-	-
16	Subject to Approval	-	-	-	-
	Segregated Cycling Holme to Sawtry				
-	Approved Project Costs	-	-	-	-
100	Subject to Approval	-	-	-	-
	St Ives (SOBC)				
137	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Transport CPCA Bus Operation				
13,040	Approved Project Costs	13,300	13,566	13,838	14,115
-	Subject to Approval	-	-	-	-
	Transport Response Fund				
-	Approved Project Costs	-	-	-	-
650	Subject to Approval	-	-	-	-
-					
17,531.0	Total Delivery & Strategy Approved Projects	13,334	13,566	13,838	14,115
1,460.9	Total Delivery & Strategy Projects Subject to Approval	664	638	560	170
18,991.9	Total Delivery & Strategy Revenue Expenditure	13,998	14,204	14,398	14,285

Appendix 3e – Housing Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	Housing				
	CLT				
79	Approved Project Costs	70	70	70	70
-	Subject to Approval	50	50	-	
	Housing Response Fund				
-	Approved Project Costs	-	-	-	-
350	Subject to Approval	-	-	-	-
	Affordable Housing Programme Revenue Costs				
443	Approved Project Costs	443	454	466	464
-	Subject to Approval				
	Garden Villages				
114	Approved Project Costs	-	-	-	
-	Subject to Approval	-	-	-	
636	Total Housing Approved Budgets	513	524	536	534
350	Total Housing Projects Subject to Approval	50	50	-	-
986	Total Housing Revenue Expenditure	563	574	536	534

Appendix 4a – Corporate Services Capital Programme

2021/22		2022/23	2023/24	2024/5	2025/6
£,000		£,000	£,000	£,000	£,000
	Investment in Finance System				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Office Fit-out costs				
	Approved Project Costs	-	-	-	-
	Subject to Approval	200	-	-	-
	ICT Capital				
44	Approved Project Costs	42	42	42	42
-	Subject to Approval				
44	Total Corporate Approved Capital Projects	42	42	42	42
150	Total Corporate Project Costs Subject to Approval	200	-	-	-
194	Total Corporate Capital Projects	242	42	42	42

Appendix 4b – Business and Skills Capital Programme

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

Appendix 4c – Delivery and Strategy Capital Programme

2021/22		2022/23	2023/24	2024/5	2025/6
£,000		£,000	£,000	£,000	£,000
	A10 Dualling				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A16 Norwood Dualling				
626	Approved Project Costs	-	-	-	-
420	Subject to Approval	12,000	-	-	-
	A141 OBC & FBC				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	650	1,300	2,300	-
	A1260 Nene Parkway Junction 15				
208	Approved Project Costs	-	-	-	-
5,000	Subject to Approval	-	-	-	-
	A1260 Nene Parkway Junction 32-3				
239	Approved Project Costs	-	-	-	-
5,030	Subject to Approval	1,500	-	-	-
	A505 Corridor				
143	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A605 Stanground - Whittlesea				
217	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM SPV Running Costs				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM Business Case Development				
250	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
-	Care Home Retrofit Programme				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000	1,000	-	-
	Coldhams Lane roundabout improvements				
234	Approved Project Costs	-	-	-	-
2,200	Subject to Approval	-	-	-	-
-	Development of sustainable Cultural Services for the City of Cambridge and the Region - Capital				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	183	153	30	-
	Digital Connectivity Infrastructure Programme				
3,139	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,500	1,500	1,500	-
	Ely Area Capacity Enhancements				
326	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Fengate Access Studies Phase 1				
327	Approved Project Costs	-	-	-	-
1,330	Subject to Approval	4,200	-	-	-
	Fengate Access Studies Phase 2 (University Access)				
161	Approved Project Costs	-	-	-	-
660	Subject to Approval	1,280	-	-	-

Greater Cambridge Chalk Stream Project - Capital					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	100	100	-
	Highways Maintenance and Pothole funding (with PCC and CCC)				
27,695	Approved Project Costs	27,695	27,695	27,695	27,695
-	Subject to Approval	-	-	-	-
Huntingdonshire Biodiversity for all - Capital					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	400	400	400	-
	King's Dyke				
7,588	Approved Project Costs	-	-	-	-
2,100	Subject to Approval	-	-	-	-
	Lancaster Way				
500	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
Logan's Meadow Local Nature Reserve wetland extension					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	250	30	-	-
	March Area Transport Strategy				
2,114	Approved Project Costs	-	-	-	-
2,738	Subject to Approval	-	-	-	-
Meanwhile at Core Site, North East Cambridge					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	1,000	-	-
Nature and Environment Investment Fund					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000	-	-	-
Net Zero Villages Programme					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000	-	-	-
	Regeneration of Fenland Railway Stations				
2,610	Approved Project Costs	-	-	-	-
674	Subject to Approval	-	-	-	-
	Snailwell Loop			-	
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	-	-	-	-
	Soham Station				
9,244	Approved Project Costs	4,000	-	-	-
-	Subject to Approval	-	-	-	-
	St. Ives (SOBC, OBC & FBC)				
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	1,000	1,400	1,500	-
	Transport Modelling			-	
750	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
Waterbeach Depot Solar PV Smart-grid Project for electronic Refuse Collection Vehicles					
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	2,000	700	-	-
	Wisbech Access Strategy				
859	Approved Project Costs	-	-	-	-
1,880	Subject to Approval	-	-	-	-
	Wisbech Rail				
306	Approved Project Costs	-	-	-	-
2,688	Subject to Approval	3,000	5,000	-	-
	ZEBRA				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,693	-	-	-
61,535	Total Delivery and Strategy Approved Capital Projects	31,695	27,695	27,695	27,695
25,720	Total Delivery and Strategy Projects Subject to Approval	32,756	12,583	5,830	-
87,255	Total Delivery and Strategy Capital Projects	64,451	40,278	33,525	27,695

Appendix 4d – Housing Capital Programme

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

Appendix 5– Summary of Consultation Feedback and Reponses

The Combined Authority received 198 responses to the by the deadline date, a substantial increase on the 9 received in the previous year.

24 of the 29 responses received via the consultation microsite included an answer in response to the budget and MTFP. While most responses made points unique to each respondent, 7 of the respondents reflected on the lack of detail in the budget and MTFP or specifically commented that the budget does not make clear how the CPCA will be assigning funding against the 6 themes.

The Business Board had a workshop session on the draft budget and their discussions focussed on the strategic aspects of the SGAS and how these may be interpreted by Business rather than queries or comments on the draft budget and MTFP. Given the Business Board's role as a key link between local business and local politics, and the ending of the Business Board's devolved Local Growth Funding, an opportunity for the Business Board and the Combined Authority Board to meet to exchange views around growth and skills is being discussed against the backdrop of the developing Economic Growth Strategy.

E-mail responses

The Combined Authority received 174 e-mail responses, representing 180 individuals which were direct requests from constituents that the Combined Authority include funding for the Whittlesea Southern Relief Road's Strategic Outline Business Case in its budget.

Fenland District Council submitted the Whittlesea Multi-Modal Access Strategy as one of their project proposals as part of the call for projects in November and December, this includes the Whittlesea Southern Relief Road.

As such the project is on the Combined Authority's longlist of potential transport projects and will be considered for inclusion when the Local Transport and Connectivity Plan is complete later in the year.

Microsite responses

The responses, and the draft responses provided by Combined Authority officers, are summarised below:

Consultation Response	Combined Authority Officer Response
Like the rest of the document it is good on the grand scheme of things but woefully short on detail, and its the detail which gives credibility.	The draft budget includes a line-by-line breakdown of planned expenditure. If the respondent refers to the decision not to include new projects, this was a deliberate decision awaiting development of the Combined Authority's strategic framework as set out in the consultation documentation.

I and my colleagues on March Town Council are in agreement with more housing, however the infrastructure needs to be there first to support the people already here & those coming, quite apart from the flooding issues & schools we need more doctors and dentists, there are only 3 surgeries in March and the waiting time is and has been 2 weeks or more.	The response is noted, however the provision of local services such as schools, doctors and dentists, and the contributions towards them by housing developers, is not the responsibility of the Combined Authority.
It's much too high level to be able to add meaningful comment - i.e. what specific types of expenditure will be undertaken	The draft budget includes a line-by-line breakdown of planned expenditure. If the respondent refers to the decision not to include new projects, this was a deliberate decision awaiting development of the Combined Authority's strategic framework as set out in the consultation.
My only comment is that you are an unnecessary additional tier of local government.	The response is noted
I would be interested to know more about children's services and care for the elderly and how this is managed depending on increasing need	The response is noted but Social Care is not a responsibility of the Combined Authority.
I see where the document is trying to take forward your Sustainability Planning. But importantly, unless I'm missing something here, it does NOT identify the funds to be allocated or ring fenced towards the six actions on the Sustainability Planning page - Health and Skills; Climate and Nature; Innovation; Infrastructure; Tackling Inequalities; Finance & Systems.	The response is noted and the respondent is correct and, for future allocations, the rationale for not allocating funding at this stage in development of the strategic framework was set out in the consultation documentation.
Very soft and fluffy	The response is noted
You need to engage with local Councils and CO2 reduction better	The Combined Authority will continue to improve it's engagement with the Constituent Authorities in line with the Mayor's commitment to Cooperation. The work in response to the Independent Commission on Climate change is ongoing and a revised version of the Local Assurance Framework will require that the climate impact of all projects is considered.

<p>Too much money being spent on building houses on flood plains with no additional facilities or transport infrastructure. I believe 80% of new housing is being built in Ramsey but our roads are full of potholes and it's impossible to get through the town safely. Too many lorries coming through and not enough safe parking. No additional road infrastructure is planned and the new estates are putting more burden on already difficult to pass roads. Equally, where are the school places, dentists and doctors to support these new residents? The existing residents are not serviced fully. Public transport in Ramsey is appalling. How will people be able to access Peterborough for the new university and job opportunities? Digital infrastructure needs to improve. Poor wi-fi connection, and lack of mobile phone signal in many parts of the town. It's very hard to work from home in those conditions.</p>	<p>While development planning, schools, dentists and doctors are outside of the Combined Authority's control, digital and transport connectivity are key parts of the Combined Authority's responsibilities and further details of the Digital Connectivity programme are being presented to the Combined Authority Board in January.</p> <p>The Combined Authority has recently submitted a Bus Service Improvement Plan to government in a bid for a £100m+ to deliver transformational change to the region's public transport. We are also building the business case to establish whether franchising or enhanced partnership arrangements will provide a better public transport service for the area and are committed to delivering on the appropriate course.</p> <p>The Local Transport and Connectivity Plan is currently in development and will establish the current baseline of transport and digital connectivity and set out objectives and timelines to deliver improvements against the current baseline across the Combined Authority area.</p>
<p>I support strategies that address</p> <ul style="list-style-type: none"> * reducing inequalities in living, access to education & employment and housing. *improving the public transport network - achieving an effective and affordable network * addressing Climate Change <p>I think public funds should be spent with measurable impact . In C&P alignment and ACCOUNTABILITY across local authorities and the Greater Cambridge Partnership MUST be improved. There is too much overlap.</p>	<p>The response is noted, and the Combined Authority works closely to align and enhance what can be delivered with other public sector organisations including the Greater Cambridge Partnership – for example we have recently developed a joint bid with GCP which has successfully secured funds for new Zero Emission Buses in Cambridge.</p>

<p>You haven't told us anything you will spend on, so vague as to be meaningless.</p>	<p>As the draft MTFP did not include new budget lines the individual projects included would already have been included in the 2021-22 Business Plan, and have had their budgets approved based on individual items presented to the Combined Authority Board. The response is noted but, for future allocations, the rationale for not allocate funding at this stage in development of the strategic framework was set out in the documentation.</p>
<p>I have read the documents, and generally agree. I am however always concerned that project costs are often underestimated.</p>	<p>The response is noted, and our business case development is in line with HMT's Green Book requirements on optimism bias.</p>
<p>How have these been chosen</p>	<p>Not clear what this response referred to, assuming it relates to the projects included in the draft MTFP then: where a project is not a statutory duty projects are assessed following the processes set out in the Combined Authority's Local Assurance Framework and new budgets must be approved by the Combined Authority Board.</p>
<p>Less wages for the CEO and directors or justify the amount they receive</p>	<p>The CEO's salary range was set based on advice from an external recruitment agency. As part of our ongoing HR Transformation work, we will be reviewing pay policy and considering any changes we need to adopt.</p>
<p>That it's an absolute joke for you to including any kind of positive approach to Climate and Nature when Chatteris town council is doing everything it can to destroy one of the only local biodiverse areas in our town by allowing houses to be built on it.</p>	<p>The response is noted.</p>
<p>Re the Adult Education Budget, worth planning to put in a bid for funding from the Department for Education for a new Adult Education College on the edge of Cambridge by a transport interchange that also has its own playing fields & sports centre. That or move Hills Road Sixth Form College out to Cambourne by the new railway station, and convert the existing buildings into an adult education college there, reducing the pressure of so many 16-19 year olds in such a small part of the county.</p>	<p>This response has been passed on to the Adult Education team for follow-up</p>

<p>Overall I would support the budget and medium term financial plan, but I wonder whether there's scope to be more ambitious in joining up activities across the six capitals. For example, a key theme is shifting from a narrow focus on doubling GVA to a focus on good growth. Given this focus could we look at projects - at the detailed level - and seek integration across them. In the region we need more sustainable and affordable housing. Could we be asking the Business Board to support initiatives and/or run programmes that will develop the local supply chain to support the creation of sustainable, affordable housing. Can we look at whether we are supporting education programmes to ensure people have the right skills, etc. The high level vision works, but the detailed budget allocated to projects does not easily map onto the high level vision.</p>	<p>This response has been noted and will form part of the discussion when the Business Board and Combined Authority Board meet to discuss the growth and skills agenda.</p>
<p>The climate assessment is too weak and will not lead to net zero.</p>	<p>In response to the report from the Cambridge and Peterborough Independent Commission on Climate the Combined Authority has committed to a raft of measures aimed at improving the climate impact of its project portfolio. More details can be found at this link.</p>
<p>The budget seems to be full of ambition, but very little in how the ambition will be reflected in actual spending. There are no major initiatives. I would have expected a commitment to spend some of the funds on "green projects".</p> <p>There are many mentions of targets, but no mention of how the base lines will be defined and how the targets will then be measured, nor who will be responsible for measuring and reporting the data. Significantly what will happen if the targets are not met?</p> <p>We are in the midst of a climate crisis and this budget does not reflect that reality.</p>	<p>The decision not to include significant new investments in the draft budget was deliberate, as set out in the consultation documentation.</p> <p>Following the report from the Cambridge and Peterborough Independent Commission on Climate, the Combined Authority has established a Climate Working Group and will be engaging local private and public representatives to establish what interventions are available in the area.</p> <p>The Combined Authority is reviewing it's own performance indicators, to bring them in line with the themes set out in the Sustainable Growth Ambition Statement and will be finalised following the formal adoption of the sustainable growth ambition statement. Performance against these indicators are regularly reported to the Board.</p>

<p>Draft 2022/23 Budget</p> <p>The Larkfleet Group and Allison Homes (LGAH) supports the need for sufficient staff resources to be dedicated to progressing the strategies in the following areas:</p> <ul style="list-style-type: none"> • Business and Skills: in particular, skills, education (e.g. university at Peterborough), innovation and the economic review by CPIER; • Transport: the review & implementation of the Local Transport Plan focusing on quick, reliable and cheap public transport and active travel modes; • Strategy: developing an overall spatial and climate change framework for the CPCA area that enables its partner councils to approve new homes quicker; • Housing: developing a new housing strategy for beyond March 2022 that is focused on delivering new affordable housing through a community housing approach working with a range of new providers such as LGAH. <p>In common with our approach to creating communities and with the CPCA emphasis on community housing, we would suggest that some of the future capital funding is used to fund social housing for local families and some is deployed into a Community Fund to progress stewardship projects that help communities fund the future maintenance of public realm and buildings.</p> <p>We recognise that CPCA will not have sufficient capital resources to be able to support the level of new affordable house building that the area needs but believes that it does have a pivotal role to play in acting as an efficient and effective facilitator between developers like ourselves and Homes England to access funding (e.g. Continuous Market Engagement programme, Home Building Fund). In addition, it is possible that CPCA may have a role to play in distributing any future Government post Levelling Up White Paper funding initiatives.</p>	<p>The support for our existing programmes in Business and Skills and Transport are appreciated; the Combined Authority is part of the OxCam Arc, a sub-national body tasked with developing a statutory spatial plan that will have to be considered when planning authorities develop their Local Plans. As a representative of the area the Combined Authority will continue to champion the region's interests and ensure these are taken into account in the development of the statutory spatial plan.</p> <p>The Combined Authority will continue to engage with the Department for Levelling Up, Homes and Communities to ensure cohesion with our existing affordable housing programme and those being administered via Homes England.</p> <p>As set out in the report, the Combined Authority is developing its forward-looking housing strategy in the first half of 2022, and these suggestions will be passed to the Housing directorate for consideration as part of this.</p>
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<p>The Draft Capital Budget for 2022-23 should include the Whittlesey Multi-Modal Access Study PID, which incorporates the funding of a Strategic Outline Business Case for the Whittlesey Southern Relief Road.</p> <p>If we are to reduce inequalities within the Combined Authority area, and if we are to address the health issues generated by inappropriately high traffic levels within our towns, then schemes such as the Whittlesey Southern Relief Road need to be progressed to ensure that economic, health and equity goals may be at least partially met through infrastructure improvements to help 'level up' the northern part of Cambridgeshire.</p>	<p>See response to e-mails regarding the same project.</p>
<p>An aim of Natural Cambridgeshire is to ensure that considerations of nature and the natural environment are at the heart of decision-making across Cambridgeshire and Peterborough. That the Budget is so high level makes it difficult to comment on the extent to which the amounts identified will be spent in a way that enhances, protects and restores our nature depleted landscape, supports climate mitigation and adaptation measures, and encourages nature-based solutions.</p>	<p>The budget and MTFP seek to provide an overarching view of the entirety of the Combined Authority's expenditure plans. Covering the detail of every individual intervention in a single place would require a vast amount of documentation and would represent a barrier to effective public engagement.</p> <p>Individual project funding decisions are made at public meetings of the Combined Authority Board and the detail behind the project is presented – the public are able to scrutinise the detail of projects at this point.</p>
<p>Since much of the discretionary expenditure is unallocated due to "changing circumstances" it is hard to judge whether or not the budget is a good use of available resources. Given the flurry of funding announcements late 2021 from HMG, many of which might charitably be called aspirational, the central government financing landscape for CAs is hard to predict, so I can see the utility in remaining flexible at this point in time.</p>	<p>The discretionary expenditure still to be allocated will be awarded at subsequent Combined Authority Board meetings where individual project business cases will be presented setting out the vision for each project and it's value for money considerations.</p>

Appendix 6 – Summary of New Projects

The new projects included within the proposed budget and MTFP have been highlighted in blue throughout appendices 3 and 4, below are brief descriptions of each project proposed for 'subject to approval' funding.

Care Home Retrofit Programme

The Independent Commission on Climate highlights the increasing risks to the area from climate changes that are already built into the system. This includes extreme heat events in summers and surface water flooding. Property owners will need to adapt to these risks. There are over 170 care homes in the area, purpose-built or converted. Given that older people are at more risk from the effects of overheating the proposed program is to support climate change audits and provide capital grants to reduce climate impacts and risks in care homes. This can include nature-based solutions such as green roofs or tree shading that will have wider benefits. The projects funded would be demonstrator projects to encourage a wider range of property owners to undertake similar measures.

Community Land Trust Pre-Development Grant

N.B. this is included within the existing 'CLT' budget in appendix 3.

Through the Devolution Deal the Combined Authority agreed to work with CLTs to deliver new schemes.

ECDC currently has a start up grant fund of up to £5,000 per community group to enable them become legally incorporated and begin their work to bring forward community led development in their area. To date the Council has supported 9 CLTs through this grant process.

The ability to access funds between start up and commencement on site is limited for a CLT. In 2021/22 Homes England made funding available, however, this was a national scheme with a limited time to bid for funds. Two CLTs in the ECDC area were successful. The scheme was oversubscribed and is now closed. The grants enabled CLTs to bridge the funding gap between start-up and commencement of development.

ECDC is requesting funding from the CPCA of £100,000 that will enable ECDC to introduce a new grant fund for CLTs that need pre-development finance support for independent advice on rent policies, viability assessments and community engagement support (not exhaustive). Additionally, for a CLT to provide affordable rent it must become a registered provider. This fund would support grant application to assist CLTs through the Registered Provider registration process.

Development of sustainable Cultural Services for the City of Cambridge and the Region

This bid will enable Cambridge to access new potential for income generation, develop the Region's economic growth, and promote sustainable business models via two specific projects:

The refurbishment of the Guildhall Halls and Corn Exchange will allow us to develop new and existing income streams to support Cultural Services and venues that serve the region. Through increased business we will also be increasing footfall, spend, and dwell time for the City Centre economy.

Providing seed funding for a Cambridge City Council managed event site to deliver accessible concerts. This will contribute to decarbonisation, create income for Cultural Services, and provide employment and cultural services in partnership with commercial business. It will ensure Cultural activity is accessible to disadvantaged residents through price, place and programme. It will be supported by investment in a permanent mains power supply on site to reduce the carbon footprint of multiple promoters.

Doubling Nature Metrics

The proposal is to develop robust habitat information for Cambridgeshire and Peterborough. Existing information is based on a patchwork of surveys that are significantly out of date (1990's). There is no funding or existing officer time dedicated to keeping this up to date. National data does not indicate the quality of green infrastructure or its value to wildlife. The proposal would establish a robust new baseline, from which progress on the Doubling Nature ambition can be managed.

The project would vastly improve accuracy of the dataset by: (a) ground survey work of a significant number of sites with professional surveyors (b) desk-based GIS work. It would provide detailed mapping for each district (excluding urbanised areas) for use in developing local plans; to support the design of strategy to improve the natural environment; and provide public understanding and accountability through the release of the work as open data. Without this baseline information, it will be extremely difficult to track performance against our doubling nature objective.

Greater Cambridge Chalk Stream Project

The chalk streams of Greater Cambridge are of international importance and their restoration is fundamental to addressing both Cambridge City and South Cambridgeshire District Councils declared Biodiversity and Climate emergencies. The chalk aquifer which feeds these unique watercourses also supply the regions drinking water and therefore their health is directly related to viability of future planned housing and economic growth.

A 2020 BCN Wildlife Trust and Wild Trout Trust audit report identified the key threats and opportunities for 17 key chalk streams in the area. Whilst recognising that future alternative water supply provision was crucial to reinstate more natural flow regimes, in the interim over 100 projects were identified that would make the chalk streams and the species they support more resilient to lower flows.

Proposed projects range from specified physical restoration, offering management advice to landowners and further feasibly work such as removal of weirs to aid fish passage.

Huntingdonshire Biodiversity for all

Huntingdonshire District Council have over the last three years been investing in nature, experimenting with planting of wildflower areas in parks and open spaces, starting in one park and have now scaled it up to at least one major area in all four towns. The expertise is also being shared with parish councils and community groups. The ambition now is to move onto verges, smaller areas of open spaces and footpaths, and to broaden the scope to include habitat creation specifically through tree planting (in one of the least treed areas of the country) and rewilding(supporting the thriving nature, growing green spaces theme in the Cambridgeshire & Peterborough Independent Climate Commission).

The bid will meet the additional costs of materials (equipment, seeds and plants), to acquire (and transfer to local community ownership) redundant or orphaned sites and allow for a role to be created to engage with landowners, volunteers and developers to do something similar.

“Lifebelt” city portrait to inform Cambridge’s sustainable & inclusive growth & recovery

Achieving the Combined Authority’s GVA target will require Cambridge’s economy to see sustained and sustainable growth.

Cambridge’s draft recovery strategy (for a greener and fairer city) notes how an imbalanced jobs market and lack of appropriate skills had already seen sections of Cambridge’s population disengaged from the Cambridge Phenomenon, reliant on food banks and benefits, and experiencing a ten-year gap in life expectancy. These inequalities deepened during the pandemic as the knowledge-based sectors thrived, and lower-wage sectors struggled.

To help inform the strategies and interventions that will ensure sustainable economic growth and an inclusive recovery, we propose working in partnership with the Combined Authority, County Council and community groups to commission external capacity to develop a city portrait that will identify strengths and weaknesses against the six capitals, UNSDGs and doughnut components, and provide an evidence base for high-return interventions that underpin economic growth with social justice within environmental limits.

Logan’s Meadow Local Nature Reserve wetland extension

Proposed delivery of community supported habitat creation on riverside land in East Chesterton / Abbey ward, as part of the Cambridge City Council commitment to the Local Nature Partnerships ‘Doubling Nature’ vision, Biodiversity Net Gain and the Cambridge Nature Network. The proposed project delivers new wetland habitat for priority species such as water voles and enhances the existing recreational offer for the community. The site has an active Friends Group with over 150 volunteers recently engaged with the first phase of tree planting. Over 460 consultation responses were received for the outline design principles. Detailed designs have been drawn up for a second consultation in January 2022 to inform a planning application. The Council is seeking to deliver by March 2023.

Meanwhile at Core Site, North East Cambridge

Meanwhile will champion new systems of environmental and social sustainability by offering organisations and citizens a chance to grow together, specifically:

- An affordable workspace for local SME businesses fighting the Climate Emergency.
- Twin food hubs distributing healthy, organic and wasted food for all across Greater Cambridge and helping SME food enterprises through incubator kitchens.
- A Modern Methods of Construction factory enabling training and patient employment for disadvantaged young people in the city.
- Further educational and volunteer opportunities afforded by a mix of community uses, including dedicated community space, food growing and gardens.

The food distribution hub will establish a number of part time jobs, training opportunities and learning development schemes. Cookery classes and projects that spin out from the kitchen will create lasting and sustained change; contributing to improved healthy choices, improved skills for life, local growing projects and supporting a sustainable local food network.

Natural Cambridgeshire

Revenue funding to support the work of Natural Cambridgeshire. Natural Cambridgeshire was initially set up as a response to DeFRA's call for Local Nature Partnerships to be established across the country. It brings together many of the nature and environmental organisations active in the area, and includes representatives of academia, business and the development industry. It led the creation of Doubling Nature ambition, works with local authorities and most recently the Independent Commission on Climate. It has produced toolkits for Community Nature Recovery and Developing with Nature. It is a charity but it does not yet have sustainable income. It employs a part-time co-ordinator. Natural Cambridgeshire is developing the proposal on the Nature and Environment Fund and draws together significant expertise that will be highly beneficial in support the Combined Authority's work on the climate and nature theme of wealth economics, plus future development of a Local Nature Recovery Strategy.

Nature and Environment Investment Fund

A capital fund to pump-prime investment into nature-based projects across the CPCA area to deliver multiple benefits. Nature projects can restore biodiversity, increase residents health and wellbeing, mitigate climate change and help the area adapt to the risks and opportunities of a changing climate. This will implement the Combined Authority's Doubling Nature ambition, starting to address the relative lack of rich wildlife and green areas, and is a recommendation of the Independent Commission on climate. Natural Cambridgeshire (the Local Nature Partnership) would be the strategic delivery partner and the fund would leverage in private sector investment and test different revenue streams to create further investment and a rolling Fund. Government policy is to support new 'markets' in natural capital and the Fund would position the Combined Authority to take advantage of that agenda. It can also link to the ambition of 20% biodiversity net gain on Combined Authority projects.

Net Zero Villages Programme

Reducing greenhouse gas emissions and adapting to climate risks will require action in every community. Using the model of the Market Towns Programme that supported local communities in delivering appropriate local interventions to support their economies, the Net Zero Villages Programme would encourage villages (likely through parish councils) to come forward with demonstration projects to move toward the net zero emissions target or tackle climate risks, whilst also delivering co-benefits on other Combined Authority themes. This programme would work alongside any extension of the Market Towns programme to villages, and complement existing schemes tackling climate issues, such as the tree planting grants available in a number of council areas or the energy work of the Energy Hub.

Rewilding Programme

Rewilding is the restoration of ecosystems to the point where nature is allowed and is able to take care of itself. Rewilding seeks to reinstate natural processes (for example, grazing, flooding, natural woodland regeneration) and, where appropriate, missing species – allowing them to shape the landscape and the habitats within. This programme is to encourage small-scale projects that will pilot different approaches relevant to the CPCA area. This will link with the requirement in the Environment Act for the area to have a Local Nature Recovery Strategy. There is the potential to also link with natural flood risk reduction, such as woodland, hedges or reedbeds in appropriate locations. Developing best practice will put the area in a good position to draw down funding for larger-scale projects in the future.

Waterbeach Depot Solar PV Smart-grid Project for electronic Refuse Collection Vehicles

The Waterbeach Waste Services Depot's local electricity network has insufficient capacity to meet the charging requirements of the Councils' fleet; there is an urgent need for on-site renewable energy supply to enable charging of electric RCVs (refuse collection vehicles).

Objective: Provision of electrical infrastructure and renewable energy generation system to enable charging of electric RCVs.

Overview: innovative, exemplar and commercial project entailing:

- Solar PV plant (circa 1MWp)
- Battery storage (circa 1MWh / 500kW)
- RCV Chargers
- Smart Microgrid and Energy centre
- Site infrastructure – cabling, charging islands, civil works
- Network connection

Phase 1 – Renewable energy smart microgrid to cater for first batch of eRCVs; Phase 2 – Microgrid expansion to enable additional energy import

Status: detailed feasibility stage - expected outcomes include:

- Production and self-consumption of green electricity at a cheaper rate than the grid
- Local jobs creation – construction, system operation and maintenance
- Security of renewable energy supply and price
- Exemplar solution for fleet decarbonisation



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 2.3

Mayor's Budget 2022-23

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 26 January 2022

Lead Member: Mayor Nik Johnson

From: Jon Alsop
Chief Finance Officer

Key decision: Yes

Forward Plan reference: KD2021/061

Recommendations: The Combined Authority is recommended to:

Approve the Mayor's draft budget for 2022-23

Voting arrangements: Simple majority of all Members. This is a recorded vote.

1. Purpose

- 1.1 This report recommends the Board to approve the Mayor's draft budget for 2022/23.

2. Background

- 2.1 In accordance with the Combined Authorities (Finance) Order 2017, the Mayor must, before the 1st February in any financial year, notify the Combined Authority of the Mayor's draft budget in relation to the following financial year.
- 2.2 The process and timetable for approving the Mayor's budget is set out in **Appendix 1**.
- 2.3 The draft Mayor's Office budget is shown within the 2022/23 Draft Budget and Medium-Term Financial Plan (MTFP) report and is set out below.

Mayor's Office Draft Budget	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
<u>Income in Year</u>				
Revenue General Fund	-490	-497	-504	-512
Total Revenue Funding	-490	-497	-504	-512
<u>Mayor's Office</u>				
Mayor's Allowance	98	100	102	104
Mayor's Conference Attendance	10	10	10	10
Mayor's Office Expenses	40	40	40	40
Mayor's Office Accommodation	77	77	77	77
Mayor's Office Staff	265	270	275	281
Total Mayor's Costs	490	497	504	512

- 2.4 The Mayoral allowance is based on the recommendation of the Independent Remuneration Panel in 2019 for the Mayor's allowance to be set at £80,000. This figure, plus indexation and on-costs, is in the table above.
- 2.5 The Mayor's Office expenses reflects the budget required for the Mayor and the Mayor's Office staff to properly carry out their duties.
- 2.6 The Mayor's Office accommodation costs allows for a full year's costs of the Mayor's offices in Ely. If alternative accommodation for the Mayor's office is identified in-year then this will be reviewed alongside the Combined Authority's accommodation budget.
- 2.7 The Mayor's Office staff budget includes the salary costs plus on-costs for up to five members of staff.
- 2.8 The Mayor's draft budget will be deemed to be approved if the Combined Authority does not make a report to the Mayor by 8th February 2022.

- 2.9 The costs of the mayoral functions for 2022/23 will be funded from the un-ringfenced revenue general fund. There will be no precepts issued by the authority to fund the costs of mayoral functions for 2022/23.

3. Financial Implications

- 3.1 There are no matters to bring to the Board's attention other than those highlighted in other sections of the report.

4. Legal Implications

- 4.1 The Combined Authority is required to prepare a balanced budget each financial year in accordance with statutory timelines.
- 4.2 The process for setting the mayor's budget is contained within the Combined Authorities (Finance) Order 2017.

5. Other Significant Implications

- 5.1 There are no other significant implications

6. Appendices

- 6.1 Appendix 1 – Setting of a Combined Authority's budget: Mayor's general functions

7. Background Papers

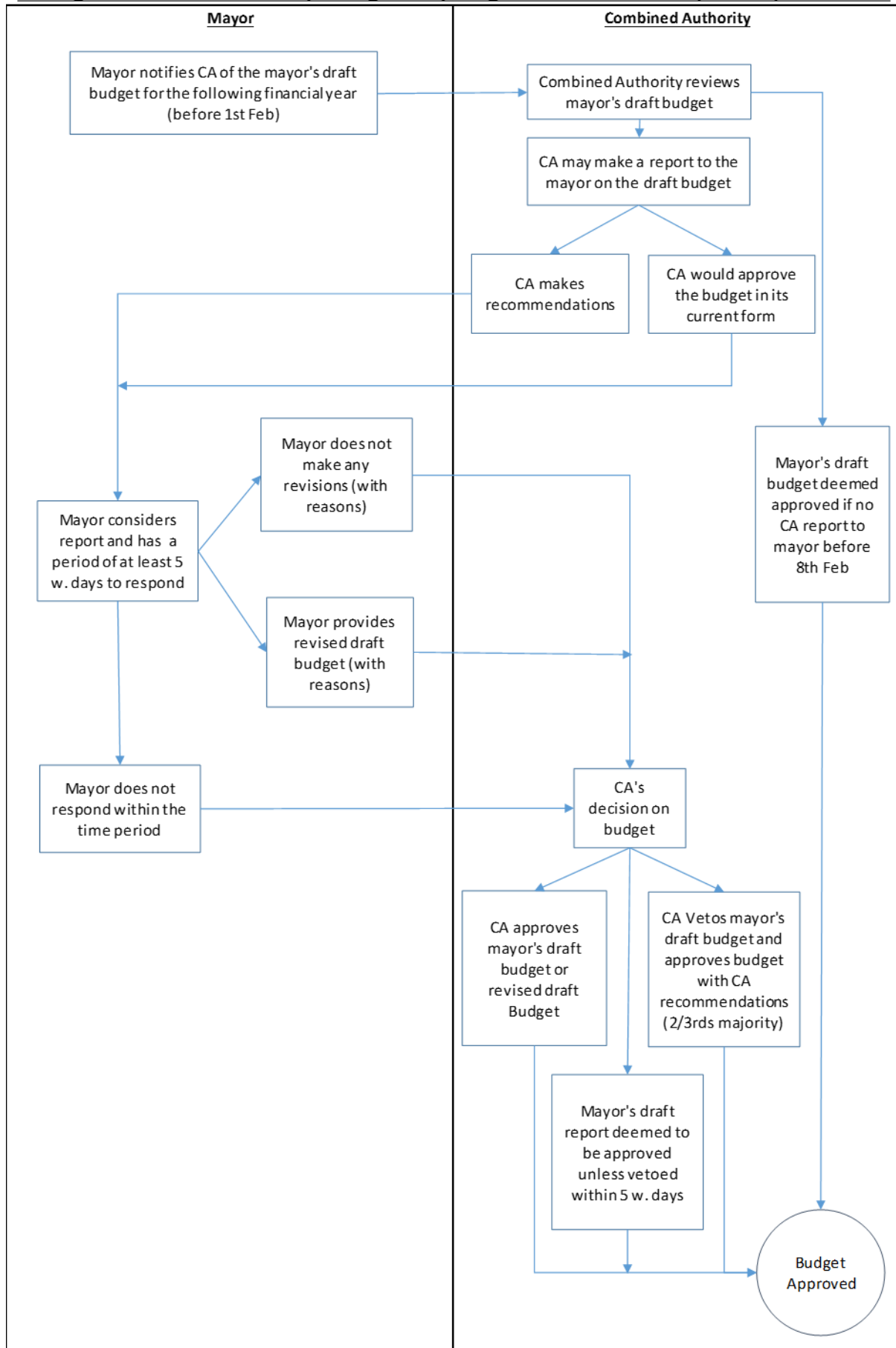
- 7.1 None.

8. Accessibility

- 8.1 An accessible version of this report an appendix is available from [Democratic Services](#).

Appendix 1

Setting of a Combined Authority's budget: Mayor's general functions - CA (Finance) Order 2017



Allocation of Additional Home to School Transport Funds - Academic Year 2021-22

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 26 January 2022

Lead Member: Mayor Nik Johnson

From: Rowland Potter
Head of Transport

Key decision: Yes

Forward Plan reference: KD2021/083

Recommendations: The Combined Authority Board note the content of this consultation report, noting the Mayor's intention to allocate the balance of Additional Home to School Transport grants in line with the audited expenditure figures of each Authority below:

Cambridgeshire County Council: £344,211

Peterborough City Council: £208,340

Cambridgeshire and Peterborough Combined Authority:
£50,522

subject to funding confirmation from the Department for Education.

No vote required, note only item.

1. Purpose

- 1.1 This report seeks to consult the combined authority board on the allocation of the Additional Home to School transport grants from the Department of Education to the Authorities which have incurred eligible expenditure providing continued access to education during the 2021-22 academic year, subject to the Department finalising the allocation to the Combined Authority.

2. Background

- 2.1 Recognising that there would be additional costs associated with the need to implement social distancing arrangements for home to school transport during the 2021-22 academic year the Department for Education (DfE) engaged with Local Transport authorities to ensure funding was in place to enable continued access to education.
- 2.2 Initial allocations for each tranche of funding were based on forecast spend figures which the Combined Authority collated from its own expenditure and that of the two Authorities in the area with responsibility for home to school transport (Cambridgeshire County Council (CCC) and Peterborough City Council (PCC)).
- 2.3 Across the three Authorities total eligible spend on delivering these services was £1,658k however, due to the DfE picking up data from the wrong tab in a CPCA return the amount paid to the Combined Authority to-date is only £1,513k leaving a deficit of £145k.
- 2.4 The mistake in interpreting the return was highlighted to the DfE and assurance was provided that the balance of funding would be forthcoming based on the audited figures at the end of the academic year.
- 2.5 At its meeting in November 2020 the CPCA Board awarded funding to cover the 20-21 financial year to PCC and CCC so, subject to funding confirmation of the £145k outstanding balance from DfT, the Board are recommended to approve the distribution of the funding to meet the expenditure already incurred by the three Authorities as set out below:

Authority	Total audited spend (a)	20-21 funding already paid (b)	Balance to be awarded here (a-b)
CCC	£1,220,375	£876,164	£344,211
PCC	£387,668	£179,328	£208,340
CPCA	£50,552	£0	£50,552
Total	£1,658,595	£1,055,492	£603,103

Significant Implications

3. Financial Implications

- 3.1 There are no financial implications beyond the award of funds set out in the body of the report.

4. Legal Implications

4.1 None.

5. Other Significant Implications

5.1 There are no other significant implications.

6. Appendices

6.1 None



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.2

Transport Levy 2022/23

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 26 January 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Rowland Potter Head of Transport

Key decision: Yes

Forward Plan ref: KD2021/082

Recommendations: The Combined Authority Board is recommended to:

- a) Approve the amount and apportionment of the Transport Levy for the 2022-23 financial year as set out below

Total Levy: £13,229,793

- I. Peterborough City Council: £3,544,817
- II. Cambridgeshire County Council: £9,684,976

Voting arrangements:

A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members

To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

- 1.1 To consider and approve the 2022-23 Transport Levy and apportionment between Cambridgeshire County Council and Peterborough City Council, included are the forecasts for levy related expenditure for 2022-23 resulting in an overall increase of 1.5%, or £190k.

2. Setting the Levy

- 2.1 The Cambridgeshire and Peterborough Combined Authority is the area's statutory Transport Authority. Transport Authority functions primarily relate to transport planning, bus services and transport operations. These powers and duties include powers and duties contained within Parts 3 and 4 of the Transport Act 1985 that can be summarised as:
- I. Duty to produce a Local Transport Plan.
 - II. Production of a Bus Strategy.
 - III. Rights to franchise local bus services within its area, subject to the completion of the process set out in the Bus Services Act 2017;
 - IV. Powers to enter into quality bus partnerships and enhanced partnerships.
 - V. Responsibility for the provision of bus information and the production of a bus information strategy.
 - VI. Role of Travel Concession Authority.
 - VII. Financial powers to enable the funding of community transport; and
 - VIII. Powers to support bus services.
- 2.2 From 2017 to 2021 the Combined Authority delegated elements (e) to (h). (Per above) to Cambridgeshire County Council (CCC) and Peterborough City Council (PCC). It was agreed at the January 2020 Transport and Infrastructure Committee that, from April 1st, 2021, these powers be exercised directly by the Combined Authority.
- 2.3 Where there are other sources of funding for services, in particular the Bus Service Operator Grant and developer contributions via S106 agreements, these will be excluded from the final Levy calculation as the expectation is that these funding sources will be directly payable to the Combined Authority on request.
- 2.4 The Transport Levying Bodies Regulations 1992 (as amended) sets out the power of the Combined Authority to set a Transport Levy, and that the amount of the Levy should be set to meet expenditure "attributable to the exercise of its transport functions for which provision is not otherwise made". The forecast costs attributable to the Combined Authority's transport functions for 2022-23 are shown in the table below:

Cost element	Total
CA Staff Support	£848,739
CA Overhead Support Total	£195,210
Direct Staff	£429,847
Direct Staff Overhead Support	£26,066
Supported Bus Services	£3,237,104
RTPI, Infrastructure & Information	£220,630
Concessionary Fares	£8,845,395
Bus Service Operator Payments	£411,492
Community Transport	£381,114
S106 Funded Supported Buses*	£435,198
Call Connect	£101,000

Transport Modelling	£750,000
Contact Centre	£185,273
Total	£16,067,068

* there is income from grants, or from contracts with local developers, which pay for these expenditure lines.

- 2.5 The regulations quoted above allow other provision to be made by the Combined Authority to reduce the Levy it charges. In previous years, the Combined Authority has met the costs for the elements of the powers which it did not delegate from its own budget and so did not include them in the Levy. It is proposed that this treatment is continued for the 2022-23 financial year which, along with the income associated from the Section 106 contracts and the Bus Service Operator Grant, reduces the proposed Levy for the year as follows:

3.	Total Cost of Transport Act Powers	£16,067,068
	CA Staff Support	-£848,739
	CA Overhead Support Total	-£195,210
	Supported Bus Services	-£196,636
3.1	Transport Modelling	-£750,000
	Less BSOG	-£411,492
	Less S106 Supported Bus Routes	-£435,198
	Revised total	£13,229,793

Apportionment of the Levy

The Transport Levying Bodies (Amendment) Regulations 2018 sets out how the Combined Authority's transport Levy should be apportioned, which

gives the preferred approach as by agreement of CCC and PCC. The apportionment below was discussed with Finance officers from both CCC and PCC and no objections to the proposed apportionment were raised.

- 3.2 As the services were delivered by CCC and PCC separately in 2020-21 the apportionment method agreed by both CCC and PCC's S151 officers was to base it on the forecast costs for each area separately i.e. costs associated from services and contracts being transferred from one authority are apportioned to that authority. Having operated the services since 1 April 2021 we are able to be more accurate in our assessment of costs with the results in the levies set out below:

	CCC	PCC	Total
Proposed 2022-23 levy	£9,684,976	£3,544,817	£13,229,793
Change from 2021-22 levy	£438,960	-£248,842	£190,119

- 3.3 Explanation for the variances is :

Concessionary Fares

The forecast costs of concessionary fares have reduced across the board, reflecting reduced patronage on bus services. On instruction from DfT we are currently paying bus operators a flat fee irrespective of actual passenger numbers to provide continued support during the pandemic. As this flat fee is more than the operators would be entitled to based on patronage figures we have assumed that there will be no inflation on these fees in 2022-23.

Supported Bus Services

Inflationary pressures have caused most of the increase in supported bus services – an increase of over £300k for CCC. This is driven by increased petrol prices and reduced patronage on buses.

An asymmetric impact, resulting in an increase of £25k for CCC is due to nearly 70% of the contracts within the CCC area expiring in the 2021-22 financial year (renegotiations were underway when the functions were transferred into the Combined Authority). Considering the COVID impact on passenger numbers, and increased fuel costs, the cost of supporting these routes has increased within year and was not accounted for in the previous levy. As only one of the contracts within the PCC area have been renewed these increased costs have not yet had a significant impact on PCC's element of the 2022-23 levy however it is likely they will have an impact in future years if the situation in the sector does not improve.

Existing contracts

Three of the contracts novated from CCC to the CPCA as part of the transfer of functions in March/April 2021 were inadvertently omitted from the calculation of the 21-22 levy. The total cost of these contracts is £88k per annum.

RTPI

The costs of maintenance of the RTPI system were not included in the PCC element of the levy last year resulting in an increase of £11.5k on that side.

4. Legal Implications

- 4.1 The Transport Levying Bodies (Amendment) Regulations 2018 sets out how the Combined Authority's transport Levy should be apportioned.

5. Financial Implications

- 5.1 The Medium-Term Financial Plan being considered at this Board meeting assumes the levy at the proposed level.

6. Background Documents

- 6.1 [The Transport Levying Bodies \(Amendment\) Regulations 2018 \(legislation.gov.uk\)](https://www.legislation.gov.uk/uksi/2018/1226/contents/made)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.3

Market Towns Programme: Reprofiting of Budget

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	John T Hill Director of Business & Skills
Key Decision:	Yes
Forward Plan ref:	KD2021/069
Recommendations:	The Combined Authority Board is recommended to: Approve the reprofile of the Market Town Budgets for Wisbech, March and Whittlesey.
Voting arrangements:	A simple majority of all Members present and voting. To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

- 1.1 To seek Combined Authority Board approval to reprofile the Market Town Budgets for Wisbech, March and Whittlesey. A proportion of the approved spend will not be achieved in the financial year 2021/22 and this paper seeks approval to extend the spend into the financial year 2022/23.

2. Background

- 2.1 Combined Authority funding is shared across the market towns, with district authority leads able to bid for capital funds for each town. Proposals for each Masterplan address the needs and those interventions identified as required to drive targeted growth and regeneration of each town in a post Covid-19 pandemic economy.
- 2.2 The current agreed MTFP profile is detailed in Table 1 below.

Table 1. Current Market Town MTFP Profile				
Market Town	Budget Code	2021/22		
		Approved Spend	Subject to Approval	Totals
St. Ives	CX1600	£620,125	£379,875	£1,000,000
Huntingdon	CX1601	£577,725	£422,275	£1,000,000
Ramsey	CX1602	£1,000,000	£0	£1,000,000
Wisbech	CX1603	£1,000,000	£0	£1,000,000
March	CX1606	£1,000,000	£0	£1,000,000
Whittlesey	CX1604	£1,000,000	£0	£1,000,000
Chatteris	CX1605	£1,000,000	£0	£1,000,000
Ely	CX1607	£1,000,000	£0	£1,000,000
Soham	CX1608	£1,000,000	£0	£1,000,000
Littleport	CX1609	£1,000,000	£0	£1,000,000
St. Neots	Various	£3,100,000	£0	£3,100,000
Totals		£10,497,850	£2,602,150	£13,100,000

- 2.3 The requested profiles detailed in Table 2 below, are based on the most up to date information supplied by local authority leads on individual market town projects. Regular meetings are held with the Programme Managers to ensure financial reporting is accurate moving forward.

Table 2. Requested Market Town Profile					
Market Town	Budget Code	2021/22	2022/23	2023/24	Totals
		Requested Profile	Requested Profile	Requested Profile	
St. Ives	CX1600	£620,125	£379,875	£0	£1,000,000
Huntingdon	CX1601	£577,725	£422,275	£0	£1,000,000
Ramsey	CX1602	£705,000	£295,000	£0	£1,000,000
Wisbech	CX1603	£601,300	£398,700	£0	£1,000,000
March	CX1606	£550,000	£450,000	£0	£1,000,000

Whittlesey	CX1604	£500,000	£500,000	£0	£1,000,000
Chatteris	CX1605	£1,000,000	£0	£0	£1,000,000
Ely	CX1607	£656,000	£344,000	£0	£1,000,000
Soham	CX1608	£200,000	£800,000	£0	£1,000,000
Littleport	CX1609	£0	£1,000,000	£0	£1,000,000
St. Neots	Various	£219,773	£920,994	£1,959,233	£3,100,000
Totals		£5,629,923	£5,510,844	£1,959,233	£13,100,000

- 2.4 There have been delays with the projects spend due to issues surrounding COVID-19, materials delays and grant funding agreement signatures. This has in turn led to a more realistic timetable of spend and it is officers' opinion that these budgets should be reprofiled to ensure accurate reporting and realistic expectations regarding the projects.
- 2.5 Regular monitoring and evaluation is undertaken on each approved project in line with the Combined Authority Monitoring and Evaluation Framework, including monthly highlight reporting to track project progress, delivery of key milestones and financial projections.

Significant Implications

4. Financial Implications

- 4.1 There are no financial implications other than those detailed in the paper.

5. Legal Implications

- 5.1 The Combined Authority maintains the legal agreements with project delivery bodies.

6. Other Significant Implications

- 6.1 The Market Towns Programme is a substantial commitment being made between the Combined Authority and the local areas, with scope for significant impacts on the growth of the local sub-economies. Successful delivery will have positive benefits to residents, community groups, and businesses and workers within the CPCA area.

7. Appendices

- 7.1 None

8. Background Papers

- 8.1 [Report to the Combined Authority Board 29.01.19 - Item 3.3](#)
- 8.2 [Report to the Combined Authority Board 30.09.20 - Item 3.3](#)
- 8.3 [Report to the Combined Authority Board 27.01.21 - Item 3.2](#)
- 8.4 [Report to the Combined Authority Board 24 March 2021 - Item 3.4](#)

8.5 [Report to the Combined Authority Board 30.06.21 - Item 4.4](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.4

Market Towns Programme – Approval of Recommended Projects (Funding Call 7 - January 2022)

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 26 January 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: John T Hill
Director of Business & Skills

Key Decision: Yes

Forward Plan ref: KD2021/078

Recommendations: The Combined Authority Board is recommended to:

Approve project proposals received under Market Towns
Programme received from East Cambridgeshire District Council for
the town of Soham to the sum of £470,000.

Voting arrangements: A simple majority of Members present and voting.

To be carried, the vote must include the vote of the Mayor, or the Deputy
Mayor when acting in place of the Mayor.

1. Purpose

- 1.1 To seek Combined Authority Board ratification of two project proposals received from East Cambridgeshire District Council for the market town of Soham, under the seventh funding call for the Cambridgeshire and Peterborough Combined Authority (CPCA) Market Towns Programme.

2. Background

- 2.1 The CPCA are committed to helping their region's market towns to thrive and are investing to ensure towns remain vibrant and thriving places. This commitment included the production of a Masterplan for each of the key market towns (based on new research and analysis required to deliver the bold growth ambitions) and their interventions hereby enshrine the importance of inclusive growth, in line with CPIER and LIS recommendations.
- 2.2 Combined Authority funding of £13.1m was allocated across the market towns, with district authority leads able to bid for capital funds for each town. Proposals are invited to support the mobilisation of each Masterplan and against activities which address the needs and those interventions identified as required to drive targeted growth and regeneration of each town in a post Covid-19 pandemic economy.
- 2.2 All project proposals are independently appraised where the strategic need, economic and commercial case is assessed against an agreed set of appraisal metrics. Appraised applications are scored based on programme criteria set and must achieve a minimum pass mark to be recommended for CA Board approval.
- 2.3 To date, there have been six funding calls under the Programme, resulting in 44 projects being approved by the CA Board, awarding a total of £10,497,850 in grant funding (and bringing in an additional £11,755,295 of partner match investment). The total funding awarded to date and remaining budget allocations against each town is as follows:

Programme Financials				
Town	Total Allocation	Total Funding Approved	Funding Call 7 - January 2022	Remaining Allocation
St Ives	£1,000,000	£620,125		£379,875
Huntingdon	£1,000,000	£577,725		£422,275
Ramsey	£1,000,000	£1,000,000		£0
Wisbech	£1,000,000	£1,000,000		£0
March	£1,000,000	£1,000,000		£0
Whittlesey	£1,000,000	£1,000,000		£0
Chatteris	£1,000,000	£1,000,000		£0
Ely	£1,000,000	£1,000,000		£0
Soham	£1,000,000	£200,000	£470,000	£330,000
Littleport	£1,000,000			£1,000,000
St Neots	£3,100,000	£3,100,000		
	£13,100,000	£10,497,850	£470,000	£2,132,150

- 2.4 One final funding call is scheduled for March 2022 with the aim to get the remaining

£2,132,150 fully allocated by the end of this financial year.

3. Funding Call 7 – January 2022

- 3.1 The following 2 bids are recommended for CA Board approval. The independent Appraisal Report and Scoring Matrix are included as Appendices 1 and 2, and set out the assessment and appraisal recommendations:

Funding Call 7 - January 2022		
PROJECT NAME	DESCRIPTION	CPCA GRANT AMOUNT
East Cambridgeshire		
45. Soham Agritech Business Centre	This project supports the successful activities at Soham's Eastern Agritech Innovation Hub (EAIH) managed by NIAB. The Hub is home to five start-up businesses and supports a further seven stakeholder businesses, but doesn't have adequate seminar facilities. The investment will fund a log cabin style building with kitchen, toilets, and conferencing, meeting, exhibit equipment along with necessary audio visual and seating. This will enable businesses to better showcase innovations to wider audiences and NIAB the ability to further promote the EAIH to prospective new tenants and potential hub members.	£145,000
46. Soham Station 'Spencer Mill' Business Centre	This project supports delivery of 'Phase 2' of Spencer Mill to further develop a much-needed state-of-the-art community hub and business facility, with a strategic location next to Soham's new railway station and close to the town. The recent £2.4M investment at Spencer Mill completed the first phase of the project. It is now an operational theatre and with additional facilities, will expand its function as a working and/or learning environment. A later third phase could see an additional extension to the main building, offering a large open plan training space and an additional external office pod. The completed vision for the site, once all three phases are complete, is to be a thriving, well-connected business community and training hub, operating throughout the day and alongside the existing community hub and theatre that extends into the evening and weekend economy.	£325,000

Significant Implications

4. Financial Implications

- 4.1 Financial approval is requested for £470,000. Payments to fund approved projects will be subject to the conditions as set out in the assessment report being met and signed funding agreement in place.

5. Legal Implications

- 5.1 The Combined Authority maintains the legal agreements with project delivery bodies.

6. Other Significant Implications

- 6.1 The Market Towns Programme is a substantial commitment being made between the Combined Authority and the local areas, with scope for significant impacts on the growth of the local sub-economies. Successful delivery will have positive benefits to residents, community groups, and businesses and workers within the CPCA area.

7. Appendices

- 7.1 Appendix 1 – Appraisal Report (January 2022)
- 7.2 Appendix 2 – Scoring Matrix (January 2022)

8. Background Papers

- 8.1 [Report to the Combined Authority Board 04.08.20 - Item 3.5](#)
- 8.2 [Report to the Combined Authority Board 25.11.20 - Item 3.4](#)
- 8.3 [Report to the Combined Authority Board 27.01.21 - Item 3.2](#)
- 8.4 [Report to the Combined Authority Board 28.07.21 - Item 3.4](#)

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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

**MARKET TOWNS PROGRAMME
Investment Prospectus**

Appraisal Report

6th January 2022

Hewdon Consulting 

**Hewdon Consulting
Kemp House
156-160 City Road
London
EC1V 2NX**

www.hewdon.com

Registered in England No. 4187876

DISCLAIMER- This report is provided solely for the purpose for which it is commissioned by the person to whom it is addressed. No liability is accepted for its use for any other purpose or by any other person.

1. Cambridgeshire & Peterborough Combined Authority issued its seventh call for Market Towns funding projects with **two applications** received by the agreed timescale.
2. The CPCA are committed to helping their region's market town to thrive and are investing over £13million, through the Business Board, to ensure our towns remain vibrant and thriving places. This commitment included the production of a Masterplan for each of the key market towns (based on new research and analysis required to deliver the bold growth ambitions) and their interventions hereby enshrine the importance of inclusive growth, in line with CPIER and LIS recommendations.
3. We were asked to act as the independent assessors for the call and this report is prepared to assist the Entrepreneurial Advisory Panel (EAP) conduct its review before the bids are presented onto the Combined Authority's Board for a decision on each project.
4. **Strategic Fit.** All projects followed directly from the completion of their respective town masterplan which were produced in line with CPIER and LIS recommendations. Most projects were therefore able to find strong alignment with them, so the Strategic Fit score is less useful as a criterion for distinguishing between bids.
5. **Leverage / Resources.** Match funding is thin on the ground with only one of the projects able to get close to a 50% match and the other requesting 95% funding. Typically, we placed less value on contributions in kind and placed more weight on direct cash contributions. However, the in-kind contributions were still included in our assessments.
6. **Value for Money** This was easier to assess than in previous rounds, which have had a paucity of information supplied. In both these applications some attempt to provide meaningful targets has been made. Because of the value of public funding being requested, it is vitally important that each application demonstrates a competitive cost per outcomes.
7. The projects each covered different areas of activities that we have summarised in the table below:

PURPOSE	Number	Value
Place making	2	£470,000
Transport Improvements	0	0
Community Safety	0	0
Capacity Building	0	0
TOTALS	2	£ 470,000

8. The small number of projects in this round allows time to expand on the Scoring matrix and included a summary of our review.
9. Soham Station Business Centre - This project is in support the Viva Arts and Community Groups' ambition community hub and business facility next to Soham's new railway station in Spencer Mill (a three-storey former mill building). If successful they are proposing to build a 3-floor extension to create flexible office space and enhance the functionality and facilities of all three floors. This office space will be let to various groups from theatre goers, training providers, to business organisations and will help to secure a daytime income stream as opposed to solely an evening one, for the charity.
10. Soham Agritech Business Centre – This resubmitted application is to support the successful activities at Soham's Eastern Agritech Innovation Hub (EAIH) managed by NIAB. The Hub is home to five start-up businesses and supports a further seven stakeholder businesses, but does it have adequate seminar facilities. The investment will fund a log cabin style building with kitchen, toilets, and conferencing, meeting, exhibit equipment along with necessary audio visual and seating. The project's planning position is uncertain. NIAB are currently awaiting confirmation from ECDC as to whether this type of temporary structure needs consent. If planning consent is required project start could be delayed by up to 12 weeks pushing opening back to Autumn 2022
11. We have recommended both projects for conditional approval totalling **£470,000** from the market towns programme.
12. The detailed recommendations are set out in the next section. This report should be read in conjunction with the appraisal matrix for each project which is provided as a separate attachment.

App No.	Applicant	Project	Grant Requested	Recommendations
1	Viva Arts and Community Group	Soham Station Business Centre	£325,000	Conditional approval for the requested amount of £325,000 subject to the following conditions: 1. Submission of a suitable Business Case showing: the rationale for the project; who will operate it; how the 50 jobs are expected to be delivered by the project; and where demand for the space is expected to come from. 2. Submission of evidence of Subsidy Control (state aid) compliance. 3. Submission of a detailed cost break down along with details of a tender process with at least three quotations sought. 4. Confirmation that all project revenue costs and any capital cost overrun will be met by Viva Arts and Community Group.
2	National Institute of Agricultural Botany (NIAB)	Soham Agri-tech Business Centre	£145,000	Conditional approval for the requested amount of £145,000 subject to the following conditions: 1. Submission of evidence of Subsidy Control (state aid) compliance. 2. Submission of a detailed cost break down along with details of a tender process with at least three quotations sought. 3. Confirmation that all project revenue costs and any capital cost overrun will be met by NIAB. 4. Confirmation of the number of: jobs, businesses supported, workshops and educational events that are expected to be delivered by the project.
	TOTAL		£ 470,000	

Market Towns Programme Investment Prospectus

Application Appraisal Matrix (summary)

Weighted Score (max 99 available)		
	Minimum pass is 74 marks (75%)	
Project Title / Town:	East Cambs - Soham Station Business Centre	East Cambs - Soham Agritech Business Centre
Criteria	Mark - Edit	Mark - Edit
Rationale	4	4
Timescales	6	4
Activities/Milestones	2	2
Delivery Arrangements	6	6
Outputs/Outcomes	10	10
Strategic Fit	15	15
State Aid	2	2
Costs	6	6
Resourcing	8	4
VFM	10	15
Risks	6	6
Total Score	75.0	74.0
Percentage Score	75.8%	74.7%

Appendix 2

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)					Weighted Score (max 99 available)		
Project Title / Town: East Cambs - Soham Station Business Centre					Minimum pass is 74 marks (75%)		
Name: Hewdon Consulting Date: 04.01.21					75.0		
0 = not answered 1 = does not meet the criteria 2 = meets the criteria							
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting	Mark - Edit	Total	
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes	The application is based on the opportunities stemming from Soham's new rail connection and the emerging job opportunities expected to stem from this.	2	x	2	= 4.0
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2. Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021	The project is expected to be completed by December 2022. However Planning has not yet been secured, and contractor(s) are still to be appointed. Therefore slippage until March 23 is a possibility.	2	x	3	= 6.0
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified	The application was not submitted with a business plan showing how it will operate; source tenants from; and what its operating costs / charges are. The building extension is modest and should be relatively straight forward to deliver, however it is still in the early stages of development...pending confirmation of funding.	1	x	2	= 2.0
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent	Again without the benefit of a business plan it is not clear how a community arts charity propose to run a commercial operation providing business space with all the VAT and landlord and tenant obligations that accompany this. If supported it is suggested that a suitable Business Case is obtained showing: the rationale for the project; how and who will operate it; and where demand for the space will come from.	3	x	2	= 6.0
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified	50 Full time job equivalents are claimed to result from this project. If supported it is recommended that further detail is provided by Viva Arts to illustrate when and how the 50 jobs are expected to be delivered by the projects.	5	x	2	= 10.0
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes	The Town plan for Soham centred on four major themes. This project aligns strongly with the 'Opening up our town through better connectivity' theme following the opening of the new rail station. The Town Plan aspires to use this an opportunity to attract businesses to base themselves here and develop the area around the station which this project will support.	5	x	3	= 15.0
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided	Viva Arts and Community Group have provided a list of grants received from March 2019 totalling £1.9m. The new subsidy control bill has not yet received Royal assent but has had its 1st reading in the Lords. The current bill permits 'Services of public economic interest' at varying levels up to £15m. If supported, an appropriate state aid (subsidy control) report is needed from the Arts group showing its compliance.	1	x	2	= 2.0
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information	High level costings were provided but have yet to be market tested. If supported, Viva Arts should be asked to provide evidence of an appropriate tender exercise and provide a guarantee that they will meet any costs over run.	3	x	2	= 6.0
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%	No match funding for this phase of the Mill redevelopment but it is one of 5 that the charity has or is proposing to fund themselves.	4	x	2	= 8.0
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money	As stated above, the project claims to support 50 new jobs, but offers no leverage. As stated above, if these jobs can be validated then the project would represent good VFM.	5	x	2	= 10.0
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assessment 3. Risks identified and explained	Adequate risk register provided	2	x	3	= 6.0
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarity Reject as unsuitable. Please comment to explain recommendation decision.		Conditional approval for the requested amount of £325,000 subject to the following conditions: 1. Submission of a suitable Business Case showing: the rationale for the project; who will operate it; how the 50 jobs are expected to be delivered by the project; and where demand for the space is expected to come from. 2. Submission of evidence of Subsidy Control (state aid) compliance. 3. Submission of a detailed cost break down along with details of a tender process with at least three quotations sought. 4. Confirmation that all project revenue costs and any capital cost overrun will be met by Viva Arts and Community Group	Total Score		75.0	

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)				Weighted Score (max 99 available)		
Project Title / Town: East Cambs - Soham Agritech Business Centre				Minimum pass is 74 marks (75%)		74.0
Name: Hewdon Consulting Date: 16.06.21		0 = not answered 1 = does not meet the criteria 2 = meets the criteria				
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting	Mark - Edit	Total
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes	The application is based on the opportunities stemming from Soham's historically strong farming-based economy and the emerging job opportunities from Cambridgeshire's strong agri-tech industry.	2	x 2	= 4.0
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2. Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021	The project is expected to be completed by Autumn 2022. However the Planning position is currently unclear. The application assumes that the project will not need planning consent as a temporary building – if it does this will add 8 to 12 weeks.	2	x 2	= 4.0
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified	Acquisition and build of the log cabin style building should be relatively straight forward to deliver, however procurement of building and groundworks, planning, connection of services and fit out are all in early stages of development....pending confirmation of funding.	1	x 2	= 2.0
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent	The application has now been resubmitted by NIAB as the end beneficiary which enables the CPCA to obligate NIAB directly on its preferred delivery arrangements. As stated above the current planning position is unclear, and procurement of both groundworks and construction is yet to commence.	3	x 2	= 6.0
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified	NIAB are expected to revise their target of 50 jobs created by this project down to 2 jobs, several monthly workshops, educational events and around 40 businesses supported. If supported it is recommended that further detail is provided from NIAB to confirm these numbers and ensure these are additional to other CPCA funding awards.	5	x 2	= 10.0
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes	Historical link between Soham and its declining farm-based economy due to the gradual mechanisation and reduction in job opportunities is well made. As is the need to rebalance this loss by putting Soham at the heart of Cambridgeshire's agri-tech industry.	5	x 3	= 15.0
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided	NIAB have apparently sought legal council and have written to the CPCA, though this was not included with their application. If supported, an appropriate state aid (subsidy control) report is needed.	1	x 2	= 2.0
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information	No detailed costings was provided. If supported, NIAB should be asked to provide evidence of an appropriate tender exercise and provide a guarantee that they will meet any costs over run.	3	x 2	= 6.0
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%	No match funding	4	x 1	= 4.0
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money	As stated above, the project claims to support 50 new jobs, but offers no leverage. As stated above, if these jobs can be validated as being solely attributable to this funding award then the project would represent good VFM.	5	x 3	= 15.0
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assessment 3. Risks identified and explained	Adequate risk register provided	2	x 3	= 6.0
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarify Reject as unsuitable. Please comment to explain recommendation decision.		Conditional approval for the requested amount of £145,000 subject to the following conditions: 1. Submission of evidence of Subsidy Control (state aid) compliance. 2. Submission of a detailed cost break down along with details of a tender process with at least three quotations sought. 3. Confirmation that all project revenue costs and any capital cost overrun will be met by NIAB. 4. Confirmation of the number of: jobs, businesses supported, workshops and educational events that are expected to be delivered by the project.	Total Score		74.0



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.5

Greater South East Energy Hub: Mobilisation of Schemes and Reprofiting of Budget

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 26th January 2022

Public report: This report contains an appendix which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.

Lead Member: Dr Nik Johnson

From: John T Hill, Director of Business and Skills

Key decision: Yes

Forward Plan ref: KD2021/071

Recommendations: The Combined Authority Board is recommended to:

1.
 - a. Approve the creation of budget lines as set out in 8.1 to deliver the services set out in the MoU for the £118,389,025 Sustainable Warmth programme.
 - b. Delegate Authority to the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, to enter into contracts for Managing Agent(s), works or other, as required, to expend the funding for the Sustainable Warmth programme, as set out in 3.9

2.

- a. Note the ongoing work with BEIS to produce a recovery plan for the Green Homes Grant (LAD 2 programme)
- b. Approve the formation of the CPCA Programme Board for the Energy Hub programme.
- c. Delegate authority to the Chief Executive and Monitoring Officer to approve the Terms of Reference for the CPCA Programme Board by 31st January 2022.

3. In line with the LAD2 variation letter received from BEIS, approve the corresponding reprofiling of the LAD2 and Public Sector Decarbonisation Fund budgets.

4.

- a. Approve the creation and amendment of budget lines as set out in 5.1 (a to d) to deliver the services set out in the seventh variation to the Local Energy Capacity Support MoU for c.£2,164,358 and Social Housing Decarbonisation Fund – Technical Assistance Facility Online Hub MoU as detailed in 5.1(e) for £150,000.
- b. To award a grant of £1.5m to The London Borough of Hounslow Council as Lead Authority for the Net Zero Investment Design & Scoping Programme.
- c. Delegate authority to the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, to enter into agreements and approve the budgets corresponding to the BEIS funding agreements.

Voting arrangements: A simple majority of all Members present and voting

Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.

1. Purpose

- 1.1 On the 30 June 2021, the CPCA Board gave permission for the Greater South East Energy Hub (GSEEH) to bid into the Sustainable Warmth competition funded by BEIS. BEIS issued the Combined Authority a Sustainable Warmth Funding agreement of £118,389,025, and the Memorandum of Understanding (MoU) was signed on the 19 November 2021.
- 1.2 To acknowledge the ongoing work to increase capacity in supply chain delivery via targeted skills and training in the region which sits alongside the Green Job Taskforce report to government in 2021.
- 1.3 To reprofile LAD2 funding to reflect the revised delivery profile and to reprofile the Public Sector Decarbonisation Fund.
- 1.4 BEIS have approached the Combined Authority requesting GSEEH support for the delivery of a number of projects outlined in 5.1. The draft MoUs have been issued for the projects outlined, final funding agreements and funding defrayal is expected before the March CPCA Board meeting with the total value being c. £2.3m.

2. Background

- 2.1 The Sustainable Warmth programme is a single funding opportunity which brings together two fuel poverty schemes, Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1. Through the Sustainable Warmth programme, Government aims to save households money, reduce fuel poverty, cut carbon and support the aims of the Prime Minister's 10 Point plan for a Green Industrial Revolution. The Sustainable Warmth programme provides funding to upgrade homes both on (LAD2) and off the mains gas grid (HUG1) and for the GSEEH led project this is c.£118m for low-income households. The Sustainable Warmth programme will provide funding to improve low energy performance off grid and on gas grid homes in England by installing Eligible Measures. GSEEH and the CPCA are mobilising this now, to start as soon as possible in early 2022 and upgrades to be delivered through the Sustainable Warmth programme should be completed by the delivery deadline of 31 March 2023. In essence, the Government's investment allows the GSEEH, for which the Combined Authority is the Accountable Body, to play a pivotal role in helping Local Authorities across the South East to access this funding to ensure their tenants are living in energy efficient properties. This in turn, could save them money on heating bills and reduce their fuel poverty whilst enabling families to benefit from a transition to low carbon heating and play their part in the race to hit Net Zero Carbon targets.
- 2.2 In July 2020, the Chancellor announced £2 billion of support through the Green Homes Grant (GHG) to save households money; cut carbon; and create green jobs. The GHG comprised of up to £1.5bn of support through energy efficiency vouchers and up to £500m of support allocated to English Local Authority (LA) delivery partners, through GHG local delivery. The GHG voucher scheme was closed in March 2021 due to delays, administrative issues and poor delivery supply chain availability. The GHG LAD2 scheme set out to upgrade the energy performance of over 200,000 of the worst-quality homes in England by installing energy efficiency and low carbon measures. The scheme was split

into two initial funding tranches of £200M (Phase 1), and £300M (Phase 2). Phase 2 has been made available for regional Energy Hubs. This aims to help low-income families living in the worst-quality homes in England (those rated EPC E, F or G) and is expected to result in the following outcomes:

- Tackle fuel poverty by increasing low-income household's energy efficiency rating while reducing their energy bills;
- Support clean growth and promoting global action to tackle climate change;
- Support economic resilience and a green recovery in response to the economic impacts of Covid-19, creating thousands of jobs; and
- Use learnings from the delivery experience to inform the development and design of further energy efficiency and heat schemes.

2.3 £78.3 million LAD Phase 2 funding was awarded to the GSEEH on 12 February 2021, with a grant offer letter signed by the CPCA on 15 February 2021 to deliver retrofit measures into homes. This funding was allocated based on local authority areas relative to the number of households in fuel poverty in each LA and was timed to commence after LAD1 had completed. Our Energy Hub, supported by Combined Authority legal and finance teams commenced a tender process in January 2021, seeking Managing Agents who would manage the service delivery of household engagement, property surveys, installer procurement and management and quality assurance in Local Authority areas. A Dynamic Purchasing System (DPS) was created for a wide range of suppliers & installers to encourage local delivery and SME participation which could be accessed via mini competition.

2.4 The need to decarbonise the housing and availability of capital grant programmes, provides the opportunity to grow the domestic retrofit sector at a local level. The CPCA and GSEEH will commission a regional retrofit sector study to understand the sector, this being, suppliers, supply chain, manufacturers, accreditations and skills required to meet the ambition to decarbonise the housing stock to meet net zero targets. This will give us the information across the region for the GSEEH and its stakeholders' to move quickly to market with interventions in supply chain, skills and/or manufacturing. A draft study specification has been developed and requires input from the Business Board and Skills Committee before going into the market to procure this. This study will then take 3 to 4 months to complete and report back.

3. Sustainable Warmth Programme

- 3.1 Sustainable Warmth comprises, £34m Home Upgrade Grant (HUG1) and £84m Local Authority Delivery Phase 3 (£118m). There are 64 local authorities in the GSEEH consortia. The programme will be mobilised January to March 2022 with delivery commencing in April 2022 through to end of March 2023.
- 3.2 The mobilisation of the LAD Phase 2 project across the GSEEH had a number of lessons learnt that are applied to the Sustainable Warmth delivery approach.

- a) Supply Chain availability - the installer DPS has 38 installers with a potential delivery capacity of £407m per annum, with new installers applying each month. At the commencement of LAD2, there was limited supply chain available to the GSEEH.
 - b) A new professional services DPS will be set up for all local authorities and housing associations to access, this will be for services to support the delivery of retrofit measures.
 - c) More local authorities will be able to deliver the projects directly through grant funding agreements as the LAD Phase 1 project will be complete.
 - d) Frontline public sector and community group staff/volunteer training delivered by a national fuel poverty charity will support the generation of household referrals into the scheme.
 - e) The recommended interventions from the retrofit sector supply chain and skills study will be implemented to drive long-term and sustainable growth in the sector.
- 3.3 The Combined Authority procured a Framework for Managing Agents this is available to all local authorities in the GSEEH. The value of the Managing Agent Framework contract is £1bn (over 4 years). A Managing Agent provides turnkey project delivery, ranging from marketing, household assessment and managing installer delivery. An external Framework Manager will be appointed for Sustainable Warmth.
- 3.4 In March 2021, the Combined Authority launched a Dynamic Purchasing System (DPS) for Energy Efficiency Measure Installers, this opens on a monthly basis for new suppliers and ends in March 2026. The Framework Managing Agent is required to run mini competitions on the DPS for installers of measures. This DPS is available for use by any local authorities, LEPs, housing associations or other public bodies.
- 3.5 The Sustainable Warmth delivery model provides for local authorities to self-deliver through grant agreements or for the Combined Authority to act as Lead Authority on their behalf.
- 3.6 Only one Managing Agent was secured for the delivery of LAD2. To reduce delivery risk of a single supplier, the Combined Authority will develop a Dynamic Purchasing System (DPS) procurement for professional services. This will include referral and advisory services, retrofit assessors/coordinators, programme development and project management consultants. The budget for professional services (Managing Agent) across grant funding agreements, Framework appointed Managing Agent and any new professional services procurement is £8.2m in 2022/23.
- 3.7 The appointed Framework Managing Agent is the Employer of the Installer on behalf of the Lead Authority. Trades appointed via the Installer DPS will be contracted using the Joint Contracts Tribunal (JCT) form of contract. The budget for capital works (installers) across grant funding agreements, Framework appointed Managing Agent and any new professional services procurement is £103.2m in 2022/23.
- 3.8 Due to the delivery extensions of the LAD Phase 1 and LAD Phase 2 schemes, Sustainable Warmth will be mobilising alongside the delivery of LAD2. Additional resource is required to support the GSEEH delivery team to mobilise the programme and provide support to local authorities. The budget for resource consultancy support is up to £600K.

- 3.9 The project will need timely contracts to meet delivery timelines, therefore we seek delegation for the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, to enter into contracts above the standing CEO authorisation, as outlined below.

Contracts above the standing Chief Executive authorisation (£500K) are:

Contractor(s) Information	Contract Value (£)	Contract Start Date	Contract End Date
[Existing] Managing Agent Framework & [New] Call Off Contract [New] Professional Services DPS	£8,270,000	01/04/2022	31/03/2026
[NEW] JCT Intermediate with Design/MTC - GSEEH Dynamic Purchasing System installer contracts (MA Employer of Installer)	£103,284,889	01/04/2022	31/03/2023
[Existing] Framework Manager (CCS RM3741) [New] - Framework Manager (CCS RM6187 - MCF3)	£1,215,000 (est.)	08/03/2022	31/03/2023
[NEW] Consultancy Support Programme Mobilisation (CCS RM6187 - MCF3)	£400,000 - £600,000 (est.)	21/01/2022	31/08/2022

4. See confidential Appendix 1

5. Additional Projects

- 5.1 BEIS have requested that the GSEEH supports the delivery of a number of projects, the total anticipated funding is in the region of £2.3m, the funding is for:

- a. **Net Zero Investment Design & Scoping Programme - £1,500,000:** To establish the business case to build a place-based approach to delivering Net Zero at scale, in partnership with local authorities, industry and investment community.
- b. **Cleaner & Greener Sustainability Hub - £258,358:** A three-year project to establish a pilot community hub in a Bromley shopping centre to support residents to reduce environmental impact and provide a retrofit advice centre. If successful, the project may be replicated.
- c. **Community Energy Pathways - £216,000:** To build a framework approach for community energy pathways that establishes community energy networks in England.
- d. BEIS have committed circa **£195,000** to provide short term resource support to the GSEEH operational team to mobilise programmes and projects that have been delayed due to the resource requirement of LAD2.
- e. **Online portal and Technical Assistance Facility resource - £150,000:** To support local authorities applying for BEIS Social Housing Decarbonisation Funding.

- 5.2 Projects (a to d) will be the seventh variation of c.£2.3m to the Local Energy Capacity Support MoU, a draft MoU has been received for review.

- 5.4 The Net Zero Investment Programme is a partnership project between Core Cities, Connected Places Catapult and London Councils (UK Cities Climate Investment Commission). The £1.5m grant will be allocated to the Lead Local Authority, Hounslow Council.
- 5.5 BEIS have requested that project (d) the online portal is delivered by the 1 March 2022, the draft MoU has been received for legal review for these services. External consultancy has been procured for the online portal and technical consultancy will be procured for the technical assistance resources.
- 5.6 Delegation is sought for the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, to create and amend budget lines, approve budgets and enter into agreements for all projects in line with the BEIS funding agreements, final issues are expected by the end of January 2022.

6. Governance

A CPCA Officer Programme Board will be set up to monitor the implementation and the performance of the LAD2 project. The aim of the Board is to provide oversight of the LAD2 programme and future Sustainable Warmth project delivery.

CPCA Programme Board	
Meeting Chair:	Regional Head of GSEEH (Maxine Narburgh)
Attendees:	Deputy Chief Officer for the Business Board, SRO for Energy (Alan Downton) Regional Head of GSEEH (Maxine Narburgh) S.73 Chief Finance Officer (Jon Alsop) or Deputy S.73 Officer Finance (Robert Emery) Monitoring Officer – Legal/Procurement (Robert Parkin) or Deputy Monitoring Officer/Data Protection Officer – Legal (Rochelle Tapping) Head of Communications (Emily Martin)
Meeting Purpose:	Steering Board to run through in detail current progress of both the LAD scheme and future scheme progress. Progress to be outlined against proposed baseline strategy.
Outputs:	Update and advice provided on overall progress as well as opportunities to unlock potential issues.
Frequency	Fortnightly meetings with BEIS commencing the 28 th January 2022

7. Financial reprofile of Greater South East Energy Hub

- 7.1 On 24 March 2021 the GSEEH business plan for 2021/2022 was signed off by the Combined Authority Board. This will be updated in March 2022 for the financial year

2022/2023 and sign off will be sought from the Combined Authority Board at the earliest opportunity.

Significant Implications

8. Financial Implications

- 8.1 As per recommendation 1a, the Sustainable Warmth MoU awarded GSEEH the sum of £118,389,025 for delivery of LAD3 and HUG1. This funding was received by the Combined Authority in December 2021. In line with the submitted proposal to BEIS, budget lines are requested for this funding as per the table below, with spend in both the current and next financial years.

Cost Centre	Budget Name	Requested Budget Profile	
		2021/22	2022/23
CX7031	HUG1 Capital Grant Programme	£0	£29,609,889
CX7032	LAD3 Capital Grant Programme	£0	£73,675,000
CX7033	HUG1 Programme Delivery	£250,000	£4,193,243
CX7034	LAD3 Programme Delivery	£250,000	£10,410,893
Totals		£500,000	£117,889,025

- 8.2 As per recommendation 3, the reprofiled spend of the LAD2 budgets is requested.

- 8.3 The additional budget requested for reprofiling in recommendation 3, is the Public Sector Decarbonisation grant fund. This funding was awarded to GSEEH via an MoU from BEIS during 2021 and was profiled within 2021/22 only, however, the funding agreement allowed for spend across both the current financial year and 2022-23 so extending the spend profile into the next financial year does not create a funding risk. The GSEEH team have been concentrating on the LAD2 programme, but now work is beginning in earnest during January 2022 and the requested profile is detailed in the table below.

Cost Centre	Budget Name	Current Budget Profile			Requested Budget Profile		
		21/22	22/23	23/24	21/22	22/23	23/24
CX7009	Public Sector Decarbonisation	£1,372,289	£0	£0	£180,000	£970,000	£222,289

- 8.4 As noted in recommendation 4, BEIS have awarded GSEEH an additional £2,164,358 to deliver further services. Most of the additional services will fall within the current core Energy Hub project and therefore approval for amending this budget is required to reflect the additional income and corresponding spend. A new budget line is requested for the Net Zero Investment Design & Scoping Programme. Full details are provided in the table below.

Cost Centre	Budget Name	Current Budget Profile				Requested Budget Profile		
		21/22	22/23	23/24		21/22	22/23	23/24
CX0072	GSE Energy Hub	£890,000	£1,578,731	£0		£1,022,871	£1,844,474	£265,743
TBC	Net Zero Investment Design	£0	£0	£0		£495,000	£1,005,000	£0

9. Legal Implications

9.1 There are no significant legal implications at this point.

10. Climate & Nature Implications

10.1 The GSEEH programmes of work are to support the transition to Net Zero.

10.2 The Sustainable Warmth programme will improve the energy efficiency of 10,242 homes and provide annual carbon savings of 3,425 t/CO2e/year.

11. Appendices

11.1 Appendix 1 - Confidential

12. Background papers

12.1 [Report to the Combined Authority Board 30.06.21](#)

13. Accessibility

13.1 An accessible version of this report is available on request from [Alan Downton](#).



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.6

Progress Against Devolution Deal Commitments

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Paul Raynes, Director of Delivery & Strategy
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the Devolution Deal Report from Overview and Scrutiny Committee in Appendix 1.b) Note the reporting on Devolution Deal progress in its new format, which reflects the Overview and Scrutiny Committee's comments, as set out in Appendix 2.
Voting arrangements:	For noting only, no vote required.

1. Purpose

- 1.1 The purpose of the report is to provide the six-monthly update on progress with the Devolution Deal requested by the Board, and to note the recommendations from Overview & Scrutiny Committee on monitoring the Devolution Deal. The update paper takes into account the recommendations of the Overview and Scrutiny Committee.

2. Background

- 2.1 A Devolution Deal was signed between the 7 local authorities, the Local Enterprise Partnership (now the Business Board), and HM Government in 2017. This devolved Gainshare funding of £20m per year for 30 years, subject to 5-yearly gateway reviews of this Gainshare fund. In 2020 the first gateway review with HM Government was passed.
- 2.2 In previous 6-monthly updates we have included a table as an appendix which listed individual deliverables derived from the text of the Devolution Deal.
- 2.3 The Chair of the Overview & Scrutiny has prepared the report in Appendix 1. It was discussed and agreed by the Committee at its meeting on 13 December 2021. The report reviews the arrangements for monitoring the Devolution Deal and makes recommendations.
- 2.4 The report concluded that reporting against deliverables extracted from the Deal tended to obscure the Deal's overall vision and purpose as set out in the Overview section of the Deal document. It recommends instead a more narrative report against the six themes in the overview. It considers that this would 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. It recommended that this strategic overview be accompanied by updates on the individual commitments in each chapter of the Deal, considering the contribution of each responsible partner as well as the level of collective progress.
- 2.5 In line with these recommendations from the Overview and Scrutiny Committee,
 - section 3 of this paper offers a narrative against the six themes in the overview section, and
 - Appendix 2 offers updates on individual pieces of work in each chapter through annotation of the Devolution Deal.

3. Six themes in the Devolution Deal

- 3.1 This section takes the six themes identified in the overview of the Devolution Deal in turn.
- 3.2 **Economic growth (doubling of GVA):** Between 2016 and 2019, Cambridgeshire & Peterborough has outperformed both the UK rate of growth and the trajectory for doubling GVA required by the Devo Deal and is on track to meet this key target.
 - 3.2.1 The closure of a large firm in Peterborough delivered a setback to recorded GVA growth in 2019, and this, together with the impact of Covid-19 means that on 2019 data we are below the Devolution Deal trajectory by 4.6%. However, growth in Knowledge Intensive (KI)

sectors has remained strong, and local indicators (which are more accurate than ONS data) show continuing strong employment growth. We are therefore on track to recover well from Covid. Concern about inequalities in recovery remains, especially at differential between KI and non-KI sectors.

- 3.3 **Low-carbon knowledge-based economy:** The Combined Authority has established the Independent Commission on Climate to provide independent evidence and advice on climate issues. The Commission has made 58 recommendations for action by the Combined Authority, and investments in local solutions will help toward a pathway to reach Net Zero by 2050 (or before).
- 3.3.1 Our Local Industrial Strategy (LIS) proposes that the area's economic base growth is supported by harnessing innovation. A key priority in the LIS is to replicate and extend the infrastructure and networks that have enabled Cambridge to become a global leader in innovative growth, creating an economy-wide business support and innovation eco-system to promote inclusive growth. According to the 2020 data from the Centre for Business Research at Cambridge University, knowledge intensive (KI) employment growth was +4.6% compared to +5.8% the previous year (non-KI employment growth was +2.8% compared to +4.2% the previous year).
- 3.4 **Delivery of new homes and sustainable communities:** The £100m housing programme will come to an end in March 2022, and the programme is expected to deliver 1,560 affordable homes and we are continuing to support Community Led Homes. Average completions for all dwellings between 2016/17–2019/20 was 4,717 per annum, and in the last two years of those figures we achieved an average of almost 5,000; if this trajectory continues it will put us above the 72,000 target in the Deal.
- 3.5 **Public service delivery reform:** We have had an independent commission on Public Service Reform, we have led innovations in the delivery of public transport and we have played into cross-sector working on Covid. We have also successfully taken on the local management of Adult Education Budget.
- 3.6 **Skills fit for business:** We are working with a variety of partners to implement our Skills Strategy, interventions include the University of Peterborough, Skills Bootcamps, Careers Hub, Health and Care Sector Work Academy and Growth Works. Our investment in Growth Works alone will create 5,278 new jobs, 1,400 new apprenticeships, and generate significant internal investment in Cambridgeshire and Peterborough over the next three years. In addition, the devolved Adult Education Budget continues to be localised and allocated based on analysis of local skills needs, this has enabled greater transparency and local accountability over delivery and a step change towards better serving local skills needs.
- 3.6.1 At present, according to the annual population survey 2020, the skill levels (at all NVQ levels) for Cambridgeshire and Peterborough as a whole are better than both the Great Britain and Eastern Region average, for example 81.3% of the population have a qualification at NVQ2 or above compared to 77% for the eastern region and 78.1% for Great Britain.
- 3.7 **World class connectivity and transport systems:** A Bus Service Improvement Plan has been submitted to Government which is an ambitious plan for bus service improvement across our region. We have also successfully won a bid for the replacement of 30 diesel

buses with 30 zero emission electric double deck buses, and launched the first Demand Responsive Transport (technology driven public transport) service. We have a transport portfolio of 21 projects underway and in delivery, including Soham Station which in December 2021 opened to the public.

- 3.7.1 In 2021 the Combined Authority also successfully secured funding from the DfT as part of the Major Road Network bidding process for the A10, and following the completion of a successful business case by the Combined Authority, Government also announced within the Budget that Cambridge South is funded, subject to planning to proceed for completion in 2025.
- 3.7.2 At present traffic trends are significantly impacted by COVID, there is a now a significant contrast between Cambridge and Peterborough. Motor vehicle movements for Cambridge are 42% below what they were pre-pandemic whilst the parkway system in Peterborough (pre-December 2021) is akin to pre-pandemic levels. Bus ridership and use of the rail network are also lower, however there has been some increases in local traffic movement around market towns. We have taken on a target to reduce traffic by 15% and the practicalities of this is being incorporated into the Local Transport & Connectivity Plan. To achieve this our vision is to develop an integrated transport solution that will encourage mode shift to public transport and active travel, to create a real alternative to the car.
- 3.7.3 Our digital connectivity programme has been a success, the full fibre target of 30% by 2022 was reached more than a year early and gigabit capable coverage has climbed rapidly to 50% in 2021. Public access Wifi, is available at over 200 public buildings, village halls and community sites across Cambridgeshire and Peterborough. The secure CambWifi network has recently been expanded to market town and city centres.

Significant Implications

3. Financial Implications

- 3.1 There are no financial implications arising from the recommendations in this report.

4. Legal Implications

- 4.1 There are no significant legal implications from this report.

5. Appendices

- 5.1 Appendix 1 – Overview & Scrutiny Devolution Deal Report
- 5.2 Appendix 2 – Devolution Deal – Annotated to Show Progress

Accessible versions available on request from [Nathan Bunting](#).

6. Background Papers

- 6.1 [Devolution Deal](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.6 – Appendix 1

Devolution Deal Report from Overview and Scrutiny Committee

To: CA Board

Meeting Date: 26th January 2022

Public report: Yes

From: Cllr Lorna Dupré
Chair – O&S Committee

Recommendations:

- a) Note and comment on the report.

Voting arrangements: No vote required.

1. Purpose

1.1 This report has been developed by the Chair of the Overview & Scrutiny Committee and it was agreed at their meeting in December that this should be shared with the CA Board for their comments. The report covers:

- 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

Available on request from [Anne Gardiner](#)

CAMBRIDGESHIRE AND PETERBOROUGH DEVOLUTION DEAL – Annotated to show progress (January 2022)

Key:	
	Complete
	In progress
	Decision taken to vary
	Not yet implemented



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Cambridgeshire and Peterborough Combined Authority commitments

Cambridgeshire and Peterborough Combined Authority Devolution Deal

This document sets out the terms of an agreement between Government, the seven local authorities covering Cambridgeshire and Peterborough and the Greater Cambridge Greater Peterborough Local Enterprise Partnership to devolve a range of funding, powers and responsibilities.

This Devolution Deal marks the next step in the transfer of resources, powers and accountability from central Government to Cambridgeshire and Peterborough. In return for this level of devolution and local control Cambridgeshire and Peterborough will establish a Combined Authority, with a directly elected Mayor in place by May 2017 with interim arrangements in place in 2016/17.

Overview and strategic context

Cambridgeshire and Peterborough is a world leader in science and technology, with unparalleled levels of cutting edge research, growth businesses and highly skilled jobs. The area is already a significant net contributor to the UK economy. Cambridgeshire and Peterborough local authorities, businesses, and universities have developed a bold vision for the future that will be enabled by this Devolution Deal. This includes:

Progress against these outcomes are within the Board paper (section 3)

- Delivering substantial economic growth – economic output will increase by nearly 100% over the next 25 years. Underpinned by a strong economic and productivity plan GVA will increase from £22bn to over £40bn
- Creating an area that is internationally renowned for its low-carbon, knowledge-based economy - Cambridgeshire and Peterborough will enhance its position as a global leader in knowledge and innovation, further developing its key sectors including life sciences, information and communication technologies, creative and digital industries, clean tech, high-value engineering and agri-business
- Accelerating the delivery of the mix of new homes and sustainable communities that Cambridgeshire and Peterborough residents demand – delivering 72,000 new homes over the next 15 years, including a number of major new settlements
- Transforming public service delivery – utilising the strong local partnerships of councils, business and public services that have a successful track record of working together. Specific examples include capitalising on the collaboration of police forces across Cambridgeshire, Bedfordshire and Hertfordshire, and the co-terminus boundaries of the Clinical Commissioning Group (CCG). The initial focus will be health and social care, community safety and employment
- Achieving a skills base that matches business needs - ensuring young people are sufficiently prepared for work and prioritising skills development where it is needed most i.e. in areas where there are genuine skills barriers to economic growth
- Providing world class connectivity and transport systems, fit for the 21st Century – that connects passengers and freight between Cambridge,

Peterborough, our network of market towns and the rest of the country.

A new relationship between central and local partners

This Devolution deal marks the start of a new relationship between Government and local partners where coterminosity with the CCG, Police, and Fire enables greater collaboration opportunities. Cambridgeshire and Peterborough Leaders and the Greater Cambridge Greater Peterborough Local Enterprise Partnership will work together over the next six months to develop:

- A strategic productivity plan – to achieve the economic growth and higher national and local dividends that are expected
- A fiscal plan – including new models of public/private infrastructure funding to provide a firm basis for delivery of major and priority schemes
- Priority proposals for infrastructure and transport – this will underpin the economic and productivity plan and the fiscal plan, and focus on a step change in infrastructure delivery, with an integrated approach to planning of road, rail and digital connectivity alongside land for new housing and business
- Proposals for a second Devolution Deal for Cambridgeshire and Peterborough – identifying additional areas for transfer of powers and funding that will further unlock economic growth
- Areas of joint collaboration with Norfolk and Suffolk – to include features such as transport, infrastructure and skills where solutions are required across East Anglia
- Arrangements with other areas that represent the recognised economic growth opportunities. This will include Bedfordshire, Hertfordshire, Lincolnshire, Northamptonshire, Rutland and Essex.

Complete

In progress

Complete

Not yet
implemented by
CA and partners

See 8

In progress

This document provides for the transfer of significant resources and powers for infrastructure, housing, economic development, employment and skills, that will positively impact on the lives of residents by helping create more jobs, improving the skills and employment prospects of residents and boosting the productivity of Cambridgeshire and Peterborough.

Summary of progress:

- Working with a variety of partners to implement our Skills Strategy, interventions including the University of Peterborough, Skills Brokerage and Apprenticeship Levy Pooling. In addition, the devolved Adult Education Budget continues to be localised and allocated based on analysis of local skills needs and provider performance.
- Local Transport Plan is undergoing review with initial engagement as a proposed Local Transport & Connectivity Plan.
- Fiscal plan: The CPCA will continue to build public/private partnerships. To date we have leveraged over £150million from private sector through our Business Board alone.
- Arrangements with other areas: The Combined Authority has been an active contributor to the OxCam Arc (including Bedford and Northamptonshire) strategy and has led in the development of the Arc Investment Prospectus. Strategic Partnering Agreements on funding and priorities have been entered into with Rutland, Lincolnshire, and Hertfordshire councils. We are observer members of England's Economic Heartland, and we engage regularly with Midlands Connect and Transport for the East. Business Board partnering strategy is also underway.

Summary of the proposed Devolution Deal between Government and the seven local authorities with the support of the Greater Cambridge Greater Peterborough Local Enterprise Partnership.

A new, directly elected Cambridgeshire and Peterborough Mayor will act as Chair to the Cambridgeshire and Peterborough Combined Authority and will exercise the following powers and functions devolved from central Government:

- | | |
|---|---------|
| • Responsibility for a multi-year, consolidated and, devolved transport budget | See 28a |
| • Responsibility for an identified Key Route Network of local authority roads that will be managed and maintained by the Combined Authority on behalf of the Mayor | See 28b |
| • Powers over strategic planning, control of a £100m housing and infrastructure fund, the responsibility to create a non-statutory spatial framework for Cambridgeshire and Peterborough and to develop with Government a Land Commission and to chair The Cambridgeshire and Peterborough Joint Assets Board for economic assets | See 22b |

The Cambridgeshire and Peterborough Combined Authority (including the Greater Cambridge Greater Peterborough LEP), working with the Mayor will receive the following powers:

- | | |
|--|--------|
| • Control of a new additional £20m million a year funding allocation over 30 years, to be invested to the Cambridgeshire and Peterborough Single Investment Fund, to boost growth. Recognising the exceptional housing market conditions in Greater Cambridge, Government will provide the Combined Authority with an additional £70m over five years ring fenced for Cambridge to meet housing needs. | See 11 |
| • Responsibility for chairing an area-based review of 16+ skills provision, the outcomes of which will be taken forward in line with the principles of the devolved arrangements, and devolved 19+ adult skills funding from 2018/19 | See 41 |
| • Joint responsibility with government and the single Employment and Skills Board covering the Cambridgeshire and Peterborough Combined Authority and the Norfolk and Suffolk Combined Authority to co-design the new National Work and Health Programme designed to focus on those with a health condition or disability and the very long term unemployed | See 8 |
| • More effective joint working with UKTI to boost trade and investment through agreement of a Joint Export Plan. | See 59 |

Further powers may be agreed over time and included in future legislation.

GOVERNANCE

- | | |
|---|----------|
| 1. As part of this proposed agreement, Cambridgeshire and Peterborough will establish a Combined Authority and introduce a directly elected Mayor over the Combined Authority's area with the first elections in May 2017. This takes the next step in transferring resources and powers from central Government to | Complete |
|---|----------|

Cambridgeshire and Peterborough. There is no intention to take existing powers from local authorities without their agreement. The agreement will protect the integrity of local authorities in Cambridgeshire and Peterborough. The Combined Authority shall consist of 9 members at the outset: the Mayor, the seven council leaders/representatives and the Local Enterprise Partnership representative. This devolution deal cannot be altered without the consent of all participating authorities together with Government.

2. The local authorities of Cambridgeshire and Peterborough recognise and have agreed that the principle of subsidiarity should apply to the discharge of functions by the Mayor and Combined Authority and governance of this devolution deal. This includes the delegation of responsibility from the Combined Authority to individual Councils or appropriate bodies, such as City deal mechanisms, for delivery. Complete

3. The directly elected Mayor for Cambridgeshire and Peterborough will autonomously exercise new powers. The Mayor will chair the Cambridgeshire and Peterborough Combined Authority, the members of which will serve as the Mayor's Cabinet, which will include a senior representative from Greater Cambridge Greater Peterborough LEP. The Mayor and the Cambridgeshire and Peterborough Combined Authority will be scrutinised and held to account by the Cambridgeshire and Peterborough Overview and Scrutiny committee. The Cambridgeshire and Peterborough Mayor will also be required to consult the Cambridgeshire and Peterborough Combined Authority on his/her strategies, which it may reject if a 2/3 majority of the members present and voting, vote to do so. The Cambridgeshire and Peterborough Combined Authority will also examine the Mayor's spending plans and will be able to reject his/her plans, if a 2/3 majority of the members present and voting, vote to do so. All decisions will be taken at public meetings and open to full scrutiny. Complete

4. The Cambridgeshire and Peterborough Mayor will be required to consult the Cambridgeshire and Peterborough Combined Authority on his / her transport plan which it may reject if a 2/3 majority vote to do so, subject to that majority including the votes of Cambridgeshire County Council and Peterborough City Council. Complete

5. The Mayor or any Cabinet Member may put forward proposals for decision by the Combined Authority forward. The Mayor will have one vote, as will other voting members. Any questions that are to be decided by the Combined Authority are to be decided by a majority of the members present and voting, subject to the majority including the vote of the Mayor, unless otherwise set out in legislation, or specifically delegated through the Authority's Constitution. Complete

6. The Cambridgeshire and Peterborough Mayor and the other members of the Combined Authority will be required to work closely together. Specifically: Complete
 - a. The Mayor will provide overall leadership and chair Combined Authority meetings;
 - b. The Cabinet Model, where the leaders have a clear portfolio of responsibilities, will act as a supporting and advisory function to the Mayor and Combined Authority in respective policy areas.

- c. The Mayor will also be a member of the LEP, alongside the other members of the Combined Authority, recognising the importance of the LEP role and the private sector in growth strategies or delivery.
7. Economic growth is a shared endeavour and the Mayoral Combined Authority will continue to work very closely with the Greater Cambridge Greater Peterborough Local Enterprise Partnership and with the Government to drive productivity and for the benefit of the public. Complete
8. The Cambridgeshire and Peterborough Combined Authority will work with the Norfolk and Suffolk Combined Authority on a range of strategic issues that deliver economic growth to East Anglia. The areas of strategic economic importance for joint working will include Transport, Infrastructure Higher Education and Skills. This will be recognised through the governance arrangements for both Combined Authorities, and specifically through the establishment of the Cambridgeshire, Norfolk, Peterborough and Suffolk Joint Committee. Not yet implemented by government
9. The Combined Authority will create a seek to develop arrangements with other Combined Authorities and other areas in order to progress strategic regional issues, andto accelerate growth in recognised areas of economic geography. Complete

Summary of progress:

- The Combined Authority was established, a Mayor elected, and the CPCA constitution sets out our governance which aligns with this section of the Devolution Deal.
- The Business Board was established in 2018 and became part of the Combined Authority.
- Committees have been established for Skills, Housing and Transport
- Overview and Scrutiny Committee arrangements in place.

FINANCE AND FUNDING

10. The Combined Authority will create and manage a single pot of infrastructure investmentfunding which will be used by the Combined Authority to invest in its economic growth, helping to accelerate housing delivery and job creation. The Government will work with the Combined Authority to agree specific funding flexibilities that will be pooled into the infrastructure investment fund. This will comprise a flexible, multi-year settlement providing the freedom to deliver its growth priorities, including the ability to re-direct funding to reflect changing priorities, whilst upholding their statutory duties. Government will disburse this agreed settlement to the Combined Authority annually in advance. Complete
11. The Government agrees to allocate an additional £20m per annum of 60% capital and 40% revenue for 30 years, which will form part of and capitalise the Combined Authority single pot. This will be invested in Cambridgeshire and Peterborough. The Combined Authority will use this fund to unlock investment in infrastructure and deliver economic growth. Recognising the exceptional housing market conditions in Cambridge, Government will provide the Combined Authority an additional £70m capital over five years ring fenced for Complete

Cambridge to meet housing needs. The funds will be subject to 5-yearly gateway assessments to evaluate whether spend has contributed to national growth. The fund will also be delivered in line with the single pot assurance framework guidance.

12. Following the implementation of the necessary primary legislation, the Mayor will be given the power to place a supplement on business rates to fund infrastructure, with the agreement of the local business community through business members of the GreaterCambridge, Greater Peterborough Local Enterprise Partnership up to a cap.

Complete

13. The Government will work with local authorities in Cambridgeshire and Peterborough to shape and influence the design of the new Local Government Finance system based on the localisation of business rates in advance of its universal introduction in 2020.

Not yet implemented by government

Summary of progress:

- 11: The CPCA passed its first gateway review in 2020, securing investment funding for the next 5 years.
- 13: Central government's proposals on business rate reform have not progressed.

NEW HOMES AND SUSTAINABLE COMMUNITIES

14. The Combined Authority, with its partner authorities, will use the powers and infrastructure resources devolved from central government, alongside public and private investment, to substantially increase housing delivery.

Complete

15. They will support an ambitious target for increasing new homes delivery, jointly agreed with the Department for Communities and Local Government, which reflects latest assessments of housing need, and will report annually on progress against this target.

Complete

16. They will bring forward proposals as an integrated part of the business plan by the summer on how they will do this. This will include proposals to deliver the 29,000 homes needed over the period 2016-2021 and 72,000 homes over the longer period of Local Plans.

Complete

17. In addition to gain share funding as part of this, local authorities will bring forward within six months a non-statutory strategic infrastructure delivery plan that identifies infrastructure needed to support the increased funding of new homes, and proposals to fund this through devolved infrastructure funds, through national programmes and through local funding.

Not yet implemented by partners

18. The Combined Authority will work with Government and its agencies to co-invest in new homes, unlock barriers to growth, and plan and prioritise investment in associated infrastructure (including transport, schools and healthcare).	Not yet implemented by government
19. All planning authorities in Cambridgeshire and Peterborough commit to have adopted or published Local Plans by 2017 that reflect overall assessments of housing need.	Complete
20. Recognising the high levels of growth and exceptional housing market conditions in Greater Cambridge, the Government will provide £100m housing and infrastructure fund to help deliver infrastructure for housing and growth and at least 2,000 affordable homes. The combined authority will have flexibility over the right tenure mix to meet the needs of Cambridgeshire and Peterborough, which could include affordable rental homes as well as affordable home ownership. The fund would be subject to a business case, targeted at areas with the most significant affordability challenges, and would be delivered in line with the single pot assurance framework guidance and via section 31 grant agreement.	Complete
21. The Mayor will exercise strategic planning powers to support and accelerate these ambitions. These will include the power to:	
a. Create a non-statutory spatial framework, which will act as the framework for planning across the Combined Authority area, and for the future development of Local Plans. The spatial framework will need to be approved by unanimous vote of the members appointed by constituent councils of the mayoral Combined Authority. This approach must not delay the production of Local Plans.	In progress
b. Create supplementary planning documents, that can act as material considerations in the determination of planning applications within the Combined Authority area, subject to the approval process.	In progress
c. Create Mayoral Development Corporations or similar rural vehicles, with planning and land assembly powers, which will support delivery of strategic sites in the Combined Authority area. This power will be exercised with the consent of the cabinet member in which the development corporation is to be used.	Not yet implemented by government
22. To support delivery of these commitments the Combined Authority and Government agree to:	
a. Establish a Joint Investment and Assets Board to review all land and property (including surplus property and land) held by the public sector (including central Government departments and agencies, Local Authorities, the NHS, MoD, and HCA), building on the success of the One Public Estate Programme and to work together to invest in our strategic infrastructure priorities. The Board will include senior representatives from Government. Only assets which are agreed by Local Authorities and	Not yet implemented

members of the Board will be in scope for review.

b. The Board will ensure there is a sufficient, balanced supply of readily available sites for commercial and residential development to meet the demands of a growing economy. It will create a Land Commission to develop a comprehensive database of available public and private sector land (prioritising large sites), identify barriers to its disposal/development, and develop solutions to address those barriers to help the Combined Authority meet its housing goals and to unlock more land for employment use.	CA Board decided to wind up the Land Commission and take on its responsibilities.
c. Strong partnership to support key large housing sites with brokerage at the local (through Homes and Communities Agency support) and central government level to help resolve barriers, with utility companies, or government agencies, which are holding up the development process. There will be continued discussions to secure longer-term frameworks for funding of key sites, subject to the development of a business case, value for money and other funding criteria.	Liaison with Homes England and others on major sites is ongoing.
d. Work with local areas' ambitions for new housing settlements. This includes a potential new settlement in Fenland based on garden town principles aligned with improved road (A47) and potentially railway (Wisbech to Cambridge line) connectivity, and a new Community Land Trust Scheme in East Cambridgeshire (Kennett 500 – 1,000 new homes). A Fenland garden town will also be aligned with sustainable urban extension delivery as detailed in the Fenland Local Plan, with the Combined Authority to work on proposals such as a western link road, a third river crossing and a new south access road for Wisbech.	In progress
e. Work with Community Land Trusts to deliver new schemes recognising the benefits these schemes bring to the community.	In progress
f. Stronger partnership and strategic decision-making arrangements with the Homes and Communities Agency to ensure that the strategic housing objectives are delivered, and that centrally and locally managed investment is in strategic alignment.	In progress
g. Support the development of proposals for ambitious reforms in the way that planning services are delivered, and which can enable greater flexibility in the way that fees are set, with a particular focus on proposals that can streamline the process for applicants and accelerate decision making.	Not yet implemented
h. Government will work with the Combined Authority and LEP to support local regeneration by helping the Combined Authority to create a strong portfolio of investment opportunities.	In progress
23. Cambridge is internationally renowned for its world-leading university and its global strengths in technology and life sciences. In addition to the commitments	In progress

to support housing delivery outlined above, the Combined Authority will also work with Government and Greater Cambridge partners to support delivery of the existing Greater Cambridge City Deal which is ensuring the future success of the city and surrounding district of South Cambridgeshire by investing in housing, transport infrastructure, and skills needed to see future economic growth.

24. Peterborough is one of the fastest growing cities in the country, with strengths in environmental goods and services, financial services, digital and food and drink. Local partners want to work with Government to build on this, and will discuss how to make use of Single Pot funds made available through the devolution deal, including support for the regeneration of Peterborough City Centre, developing and funding plans for University Centre Peterborough to attain Taught Degree Awarding Powers by 2019 and, as outlined below, Government will be discussing with them how best they might progress their aspirations in this area.

In progress

Summary of progress:

- 20: The housing programme is due to end in March 2022, expecting to have delivered 1560 affordable homes, short of the 2,000 set out in the deal.
- 21a-b: Phase 1 of the Non-Statutory Strategic Framework was approved in 2018. Phase 2 was paused to take account of the timetable of government's OxCam Arc Spatial Policy, and the Cambridgeshire & Peterborough Independent Commission on Climate Change.
- 21c: Government have yet to devolve strategic planning powers to the Mayor for Development Corporations.
- 22a: The Joint Assets Board has not been established. This is a subset of the Land Commission and was intended to provide an opportunity for local authorities and the private sector to pool assets to realise land/buildings for other development purposes.
- 22b: Government has not advanced any proposals for the Combined Authority Land Commission.
- 22d-e: CPCA funding provided for the development of Wisbech Garden Town proposals and Kennett Community Land Trust scheme. Transport improvements for A47 dualling, Wisbech Rail and Wisbech Access are progressing.
- 23: The Combined Authority will continue to work with Government and Greater Cambridge partners to support delivery of the Greater Cambridge City Deal.
- 24: The university phase 1 teaching building will deliver up to 2,000 students by September 2022 and 10,000 new learners assisted (Levels 5 and 6 over five years). Phase 2 and 3 also have committed funding.

CONNECTIVITY - TRANSPORT AND DIGITAL

25. Cambridgeshire and Peterborough recognise that for the Combined Authority to meet and exceed its ambitious targets for growth and wealth creation it needs to connect people and places. Better connecting the whole of Cambridgeshire and Peterborough has the potential to reduce city pressures and give the Cambridge hub access to wider areas of housing growth.
26. Cambridgeshire and Peterborough will work with local partners to consider how best to establish a Sub-national Transport Body (STB) to ensure that Cambridgeshire and Peterborough and its neighbouring areas, notably Norfolk, Suffolk, Lincolnshire, Northamptonshire, Rutland, Essex,

Hertfordshire, Bedfordshire and the Cambridge-to- Oxford arc, can best work together to influence strategic national transport investment. This includes making the case for East-West Rail, in line with the STBs being progressed in other parts of the country, such as Transport for the North (TfN) and Midlands Connect. It could also accelerate and support local partners in making the case to reopen Soham Railway Station and for double tracking, reinstating the loop known as the Newmarket Curve, in the context of a potential bid to the Local Growth Fund. We recognise that Ely North Junction scheme area capacity improvements provide a key opportunity to open up East Anglia and deliver significant economic value and improve connectivity. Government will work with local stakeholders and Network Rail to deliver the required upgrade commencing work in Control Period 6 (2019-24).

Complete / in progress

27. The Government commits to engaging with the Mayor and Combined Authority on a number of specific initiatives to improve the physical and digital connections within the area with the ambition of making the Cambridgeshire and Peterborough a truly connected region with two principal themes:

a. Transport & the physical connections between communities, which is the key to unlocking sustainable growth.

In progress

b. Digital Infrastructure and the connected economy with the objective of making a truly digitally connected region of the UK.

In progress

28. A new, directly elected Mayor of the proposed Combined Authority will:

a. Take responsibility for a devolved and consolidated multi-year local transport budget for the area of the Combined Authority (i.e. the areas of the constituent councils). This will form part of the single pot to be controlled by the directly elected Mayor. Functions will be devolved to the proposed Combined Authority accordingly and exercised by the Mayor. The devolved budget will not form part of the Investment fund's gateway reviews.

Complete

b. Take responsibility for a new Key Route Network of local authority roads; the management and maintenance of which will be undertaken by the proposed Combined Authority on behalf of the Mayor. To support this all relevant local roads maintenance funding will be devolved as part of the Mayor's consolidated multi-year local transport budget. This will support the delivery of a single asset management plan, working towards shared procurement frameworks and operational delivery for road maintenance amongst all partners across the Key Route Network and local authority network in the Combined Authority area.

Not yet implemented by CA and partners

c. Have the ability to franchise bus services in the combined authority area, subject to necessary legislation and local consultation and agreement. This will be enabled through a specific Buses Bill that will provide for the necessary functions to be devolved. This will support the Combined Authority's ambitions in delivering a high quality bus network and in

In progress

enhancing the local bus offer, including emissions standards although the Combined Authority will also be exploring the use of an 'Enhanced Partnership' model for local bus services in the constituent local authorities subject to local consultation.

29. In addition to and as part of the deal:

a. In order to meet the needs of local communities, the Combined Authority seeks to adopt an integrated approach to local buses, community based transport, the local network of car clubs, walking and cycling and, in partnership with rail operators and Network Rail, rail services, including community rail partnerships.

In progress

b. The Combined Authority will build on existing smart ticketing knowledge and expertise to determine the best method for a smart and integrated ticketing system across its area.

In progress

30. In establishing the Combined Authority, appropriate local transport functions will be conferred to the Combined Authority and exercised by the Mayor. In addition, a single policy and delivery body will be created covering the same area in order to determine, manage and deliver the Mayor's transport plans and the delivery of integrated public transport networks for the region.

In progress

31. In order to maximise the important connections Cambridgeshire and Peterborough has with directions, and its position as a cross roads of Eastern England, Government commits to work towards replacing rolling stock as part of the new Greater Anglia franchise. Government also commits to assist the West Anglia Main Line Task Force as it develops a business case for improving the rail corridor between Kings Lynn and London via Cambridge. The Combined Authority will make the case for improvements to the Thameslink Great Northern Franchise, and improvements to create a parkway station for Peterborough at Whittlesea. This will unlock sustainable housing and employment growth and support the wider Peterborough transport network needed for a fast growing city.

Complete / In progress

32. The Combined Authority recognises the significance of the development at Wyton Airfield and will work on plans to provide sustainable transport links to and from the airfield, including Wyton infrastructure requirements. The Combined Authority also recognises the important economic value of St. Neots, the fastest growing town in Cambridgeshire, and will develop plans to provide infrastructure and transport solutions to further enable its economic growth.

On-going

33. The Combined Authority recognises the significance of Ely Southern Bypass, the A14/A142 junction and upgrades to the A10, and the potential to unlock commercial and housing growth in East Cambridgeshire and beyond. The Combined Authority also recognises the significance of the A47 for east-west connectivity. The A47 Alliance as a joint public and private sector partnership recognises the importance of this route to unlock commercial and housing growth across Suffolk, Norfolk, North Cambridgeshire and Peterborough. The

On-going

Combined Authority recognises the importance of development at March and will develop plans for sustainable transport, key road junctions and March railway station to unlock commercial and housing growth in that part of Fenland.

Summary of progress:

- 26: The Combined Authority continue to liaise with England's Economic Heartland, through the development of connectivity studies, the transport strategy and through attendance at the Strategic Forums.
- 26: Newmarket Curve CPCA have been making the case to progress it with partners, initial funding is reserved within the MTFP.
- 27a and 29a: Local Transport Plan is undergoing review with initial engagement as a proposed Local Transport & Connectivity Plan
- 27b: The Digital Connectivity programme is being delivered through Connecting Cambridgeshire.
- 28b: Government consulted on a Key Route Network whitepaper and the Combined Authority forwarded the responses of Peterborough City Council and Cambridgeshire County Council as Highways Authorities.
- 28c and 29b: The Bus Reform activity in relation to Bus Franchising is ongoing in line with the National Bus Strategy guidelines. The Combined Authority has submitted its Bus Service Improvement Plan which forms the basis of true transport integration across the region, this includes elements of the Smart Ticketing ambition.
- 30: In April 2021 local transport functions transferred into the CPCA - running the tendered bus network, community transport support and the issue of concessionary travel passes.
- The A141 Huntingdon/St Ives Business Cases have included in the scope proposals for transport links to Wyton Airfield.
- 31: The Greater Anglia rolling stock roll out is complete the Business Case work for the West Anglia mainline taskforce is ongoing for the improvement of the Kings Lynn/Cambridge/London line. Improvements at Whittlesey are still progressing.
- 32: The importance of RAF Wyton continues to be recognised with the progression of the A141 Huntingdon and the St Ives strategic outline business cases completed in January 2022.
- 33: We continue to recognise the importance of the A10, A14/A142 east-west route and the A47 as important transport corridors.

LEARNING AND SKILLS

35. To ensure continued collaboration the Combined Authority will establish an Education Committee with the Regional Schools Commissioner and other key local education stakeholders. The Regional Schools Commissioner will work with the committee to provide strategic direction on education across the Combined Authority area.

Not yet implemented

36. The Government commits to an Area Review of post-16 education and training, currently expected to start in November 2016. The outcome of the Area Review will be taken forward in line with the principles of the devolved arrangements. The review will include all post-16 education and training provision in the initial scoping phase and school sixth forms will be included in the detailed review if the school decides to be involved in the process. Recommendations will be focused on General FE and Sixth Form Colleges, however the Regional School Commissioner and the relevant local authorities will consider any specific issues arising from the reviews for school sixth form provision.

Complete

37. Government recognises the progress of the Local Enterprise Partnership (LEP), local colleges and providers and the private sector have made in improving skills provision across Cambridgeshire and Peterborough. The Greater Cambridge and Greater Peterborough skills stakeholders will consider if further refinement of their local skills strategies will be required after the conclusion of the Area Reviews to ensure that post- 16 providers are delivering the skills that local employers require. The LEP will continue to collaborate with colleges and providers, with appropriate support from the Education Funding Agency to work towards delivering this plan and ensuring close alignment between delivery and business requirements.	Complete
38. The Government will enable local commissioning of outcomes to be achieved from 19+ Adult Education Budget starting in academic year 2017/18; and will fully devolve budgetsto the Combined Authority from academic year 2018/19 (subject to readiness conditions). These arrangements will not cover apprenticeships.	Complete
39. The Combined Authority will focus a greater proportion of its devolved Adult Education Budget on learning that delivers sustained job outcomes, productivity and economic growth.	In progress
40. Devolution will proceed in two stages, across the next three academic years:	
a. Starting now the Cambridgeshire and Peterborough Combined Authority will begin to prepare for local commissioning. For the 2017/18 academic year, and following the area review, government will work with the Cambridgeshire and Peterborough Combined Authority to vary the block grant allocations made to providers, within an agreed framework.	Complete
b. From 2018/19, there will be full devolution of funding. The Combined Authority will be responsible for allocations to providers and the outcomes to be achieved, consistent with statutory entitlements. Government will not seek to second guess these decisions, but it will set proportionate requirements about outcomeinformation to be collected in order to allow students to make informed choices. A funding formula for calculating the size of the grant to local/combined authorities willneed to take into account a range of demographic, educational and labour market factors; it will also need to take account of costs of implementing devolution and continuing operational expenditure.	Complete
41. The readiness conditions for full devolution are that:	Complete
a. Parliament has legislated to enable transfer to local authorities of the current statutory duties on the Secretary of State to secure appropriate facilities for further education for adults from this budget and for provision to be free in certain circumstances.	
b. Completion of the Area Review process leading to a sustainable provider base.	
c. After Area Reviews are completed, agreed arrangements are in place	

between central government and the Combined Authority to ensure that devolved funding decisions take account of the need to maintain a sustainable and financially viable 16+ provider base.

- d. Clear principles and arrangements have been agreed between central government and the Combined Authority for sharing financial risk and managing failure of 16+ providers, reflecting the balance of devolved and national interest and protecting the taxpayer from unnecessary expenditure and liabilities.
- e. Learner protection and minimum standards arrangements are agreed.
- f. Funding and provider management arrangements, including securing financial assurance, are agreed in a way that minimises costs and maximises consistency and transparency.

42. Government recognises that Cambridgeshire and Peterborough has a world-class higher education offering, with the University of Cambridge consistently ranked amongst the foremost universities in the world and a wealth of strengths in others such as Anglia Ruskin University. This higher education offer has a vital role in enhancing the innovation and productivity of the area's economy. Local partners want to work with Government to build on this, including investing in the institutions to develop their academic and research offer, such as progressing plans for University Centre Peterborough to attain Taught Degree Awarding Powers by 2019 and, in the longer-term, to establish an independent university institution in the city. The Single Pot funds made available through this devolution deal could act as an important source of investment for this project and Government commits to discussing with local partners how best they might progress their aspirations in this area.

In progress

Summary of progress:

- 36: Area Review of post-16 education and training completed
- 39 -41: The Adult Education Budget (AEB) has been devolved to the Combined Authority as per the Devolution Deal, with a recurrent allocation of c£12m per year. A responsive and agile commissioning strategy, that targets funding into specific places, sectors, and types of learners, supporting inclusive growth, continues to be implemented and refined.
 - The Combined Authority has successfully transitioned AEB from national into local control and built internal capacity and systems, demonstrating capability and appetite for the devolution of further duties and funding for skills.
 - AEB has been delivered successfully for two academic years, despite the pandemic: c14,000 enrolments and c9,000 learners per annum, to date. A package of local funding flexibilities has been implemented to increase learner participation further and improve targeting of 'disadvantaged' learners.
 - Over £1m of AEB Innovation Fund grants have been allocated to date, to test new approaches and build capacity.
 - A new Commissioning Statement has been developed for 2022/23 to expand provision and grow the provider base. A strategy to 'level up' provision across the area is in progress, targeting Peterborough, Fenland and disadvantaged areas and/or 'cold-spots' in wider Cambridgeshire.
- 42: The university phase 1 teaching building will deliver up to 2,000 students by September 2022 and 10,000 new learners assisted (Levels 5 and 6 over five years). Phase 2 and 3 also have committed funding.

- 42: Local Growth Fund investment in skills has supported a number of significant projects to the value of £19,469,700 and included:
 - Phase 1 & 3 of the university – 10,000 new learners
 - Metalcraft Training & Accelerator Space – 1108 new learners
 - Expansion of March Adult Education space – 695 new learners
 - Peterborough Regional College Food Manufacturing space – 372 new learners
 - Cambridge Regional College Construction Hub – 686 new learners
- Further investment has been made into Phase 2 of the university utilising the Getting Building Fund which will enable learners to access state of the art innovative manufacturing facilities
- The Combined Authority acts as a convenor and provides strategic oversight to the skills system in the Combined Authority area, ensuring an effective and efficient system aligned to employer demand. We continue to secure additional funding to support new and innovative ways to support residents and employers to access and retain good employment.
- The Combined Authority has secured its first Careers Hub in 2021 providing further support to linking employers to schools to enable students to make informed choices about their future careers.

APPRENTICESHIPS

43. Government recognises Cambridgeshire and Peterborough's commitment to delivering more apprenticeships. The Combined Authority will assume responsibility for the Apprenticeship Grant for Employers (AGE). The AGE funding must be used alongside mainstream apprenticeship participation funding to incentivise employers to offer apprenticeships, but the Combined Authority is free to vary the criteria associated with the grant (e.g. size and sector of business) to meet local needs. The Skills Funding Agency will work with the Combined Authority to identify an appropriate share.
44. The Combined Authority and Government will collaborate to maximise the opportunities presented by the introduction of the apprenticeship reforms, including the levy, and to work together on promoting the benefits of apprenticeships to employers in order to engage more small businesses in the apprenticeship programme. The Combined Authority will explore the potential of introducing an Apprenticeship Training Agency to the area, funded through local resources.

Decision taken to vary

Decision taken to vary

Summary of progress:

- 43: AGE was brought forward and replaced in favour of a more powerful programme to create an Apprenticeship Levy Marketplace.
- The Business Growth Service (Growth Works) was launched in February 2021. One key part of the Growth Service is Growth Works with Skills. The physical skills brokerage along with the Digital Talent Platform is engaging with employers in new conversations to increase apprenticeships by 1400 over the next two years.
- This will be achieved by working with the colleges and ITP to ensure provision is aligned to employer demand. Together with working with schools to inform careers advice and guidance.
- 44: The Combined Authority has not developed an Apprenticeship Training Agency due to changing government policy and the focus on flexi-job apprenticeships. We continue to monitor the changes and will act accordingly.

EMPLOYMENT

45. The Combined Authorities of Cambridgeshire and Peterborough and Norfolk and Suffolk will work together in jointly delivering the following commitments with Government, through a single Employment and Skills Board covering both of the Combined Authorities.	See 8
46. The Combined Authorities will work with the Department for Work and Pensions (DWP) to establish a locally integrated employment service, which joins together the elements of the employment system to achieve better outcomes.	Not yet implemented by government
47. The Combined Authorities commits to working with Government to ensure all young people are either earning or learning including supporting Jobcentre Plus in the delivery of the Youth Obligation from April 2017.	Complete
48. Government commits to ensuring all young people are either earning or learning and to exploring opportunities for links with local employment services to support this aim, including building in good practice from existing local provision. The Combined Authorities commits to supporting the Youth Obligation by utilising its strong local links to business to create work-related training and labour market opportunities for young people including encouraging the provision of apprenticeships and work placements in the local community. It will also work with Government to investigate the potential for social investment, in particular Social Impact Bonds, for disadvantaged young people not in education, employment or training who may not be in receipt of support from Jobcentre Plus.	Complete
49. The Combined Authorities will work with DWP to co-design the new National Work and Health Programme designed to focus on those with a health condition or disability and the very long term unemployed.	Not yet implemented by government
50. The respective roles of DWP and the Combined Authorities in the co-design will include: <ul style="list-style-type: none"> a. DWP sets the funding envelope, the Combined Authorities can top up if they wish to, but are not required to. b. The Combined Authorities will set out how they will join up local public services in order to improve outcomes for this group, particularly how they will work with the Clinical Commissioning Groups/third sector to enable timely health-based support. There will be a particular focus on ensuring the integration of the new programme with local services, in order to ensure that national and local provision works well together, and opportunities for greater integration are identified and levered. c. DWP set the high-level performance framework and will ensure the support appropriately reflects labour market issues. The primary outcomes will be to reduce unemployment and move people into sustained employment. The Combined Authorities will have some flexibility to determine specific local outcomes that reflect local labour market priorities; these outcomes should be complementary to the ultimate employment outcome. In determining the local outcome(s) the Combined Authorities 	

should work with DWP to take account of the labour market evidence base and articulate how the additional outcome(s) will fit within the wider strategic and economic context and deliver value for money.

- d. Before delivery commences, DWP and the Combined Authorities will set out an agreement covering the respective roles of each party in the delivery and monitoring of the support, including a mechanism by which each party can raise and resolve any concerns that arise.
- e. DWP to facilitate protocols for data sharing and transparency by tackling some of the obstacles and developing solutions to enable the Combined Authorities to develop a strategic needs assessment for the area.

51. The Combined Authorities will co-commission the Work and Health programme with DWP. The respective roles of DWP and the Combined Authorities will include:

Not yet implemented by government

- a. DWP sets the contracting arrangements, including contract package areas, but should consider any proposals from the Combined Authorities on contract package area geography.
- b. The Combined Authorities will be involved in tender evaluation.
- c. Providers will be solely accountable to DWP, but DWP and the Combined Authorities' above-mentioned agreement will include a mechanism by which the Combined Authorities can escalate to DWP any concerns about provider performance/breaching local agreements and require DWP to take formal contract action where appropriate.

Further activity to Improve Life Chances

52. The Combined Authorities will set out how they will join up local public services across health, skills and employment in order to improve outcomes, particularly how they will work with local Clinical Commissioning Groups/third sector organisations and NHS England / the Health and Work Unit nationally to enable timely health-based support.

In progress

53. DWP will work with the Combined Authorities and other partners to put in place workable data sharing arrangements that enable the integration of services and reduce duplication in order to support more people into work.

Not yet implemented by government

Career and pay progression

54. The Government will work with the Combined Authorities to ensure that local priorities are fed into the provision of career advice, through direct involvement and collaboration with the government in the design of local careers and enterprise provision for all ages, including continued collaboration with the Careers and Enterprise Company and the National Careers Service.

In progress

55. The Combined Authorities will develop a business case for an innovative pilot to support career and pay progression for those claiming Universal Credit. The business case will set out the evidence to support the proposed pilot, cost and

In progress

benefits and robust evaluation plans to enable the proposal to be taken forward, subject to Ministerial approval and an agreed investment plan.

Summary of progress:

- 47-48 and 54: THE DWP's Youth Obligation Initiative has now been replaced by The Youth Offer. The Youth offer includes the Youth Employment Programme, Youth Hubs and Youth Employability Coaches. We are actively working in partnership with DWP to support their work. The Combined Authority's new Skills Brokerage - Growth Works with Skills - will further promote this offer which also includes Careers Advice for all school leavers through its partnership with the Careers Enterprise Company (CEC).
- The Youth Offer has been enhanced for the 19-24 age group. Young adults who have not achieved a level 3 qualification by age 24, through AEB flexibilities, including additional financial support for Care Leavers aged 19-22 to sustain education.
- 52: Non-Combined Authority partners have worked together in the Sustainability and Transformation Partnership (STP). The Combined Authority has worked with the STP on public service reform.
- 55: The Combined Authority's Innovation Pilot Business Case was accepted by the Minister of State for Employment in 2017 and grant funding was received for the design, implementation, and delivery. This project is now referred to as the Health & Care Sector Work Academy project. This project has received an extension for delivery until March 2023,

BUSINESS SUPPORT

56. The LEP and local partners will successfully deliver the Cambridge Compass and Alconbury Weald Enterprise Zones as announced in wave one and two of the national competition. Government commits to supporting local partners in promoting and supporting the delivery of the Enterprise Zones, as well as considering any further proposals subject to future funding rounds.

Complete

57. The LEP will continue to deliver a strong Growth Hub, (Signpost 2 Grow), providing an effective signposting and targeted support service business support tailored to meet local needs across Cambridgeshire and Peterborough (and the wider LEP area). Government will provide funding to help embed the Growth Hub in 2016/17 and 2017/18.

In progress

58. The Combined Authority, Local Authorities and LEP commit to greater alignment of economic development resources to maximise impact of support for businesses and ensure the most efficient and effective use of public funding. The LEP will lead on the delivery of the Strategic Economic Plans, working with partners and explore the pooling of staffing and resources.

Complete

59. The LEP and the Combined Authority commit to working with UKTI, strengthen joint working to increase inward investment and exporting. Local partners will invest in a concerted campaign to help more businesses, particularly smaller companies, export.

Decision taken to vary

60. The LEP and Local Authorities, led by Signpost 2 Grow (our local growth hub) will work with Government to develop a strategic approach to regulatory delivery, building on the Better Business for All national programme which will remove regulatory barriers to growth for businesses.

In progress

61. Government supports the vision for innovation set out by Cambridgeshire and Peterborough and recognises the importance of the delivery of this vision for the region's future economic growth. The government will offer Cambridgeshire and Peterborough expert advice and support through the Smart Specialisation Advisory Hub, and associated workshops, to support activities part-funded by the European Regional Development Fund.

Not yet implemented by government

Summary of progress:

- 56: Alconbury and Cambridge Compass Enterprise Zones and we are recycling the funding generated.
- 57: Our new Growth Works Service (otherwise known as the Business Growth Service) has replaced the Growth Hub and started in February 2021, which leverages new funding to give an increase in resources and jobs growth outcomes.
- 59: Government policy for delivering trade promotion changed. The Department for International Trade published a new Export Strategy in September 2020 and the Combined Authority are negotiating a local delivery plan for it with Officials. Already, the Combined Authority has launched a new Inward Investment Service to better connect us into global markets.
- The Business Board utilising Local Growth Fund & Getting Building Fund have invested significantly in local businesses to enable employment growth in the region, investment has been made into:
 - Accelerating Start-Ups, Scale-Ups & Set-Ups – Through Start-up & Growth Finance & Advice:
 - Total investment value: £27,096,363 and leveraged: £77,872,426
 - 15 projects financially supported forecasting 14584 jobs – currently 2200 created
 - Accelerating Hi-Tech Jobs Growth – Through Innovation & Incubation Centre's:
 - Total investment value: £23,073,882 and leveraged: £184,882,715
 - 13 projects financially supported forecasting 7930 jobs – currently 519 created

PUBLIC SERVICE REFORM

62. The Government and the Combined Authority will work with relevant central and local statutory and non-statutory sector partners to explore innovative and integrated approaches to redesigning sustainable public services across Cambridgeshire and Peterborough with a focus on prevention and early help. This includes the transfer of powers between the Combined Authority, the County Council, District Councils and Parish Councils to deliver the most efficient and effective public services. The Government and the Combined Authority will also focus on tackling socio-economic issues in areas of deprivation, such as parts of Fenland, Cambridge, Huntingdon and Peterborough, to improve the quality of life for local residents.

In progress

Health and Social Care

63. Cambridgeshire and Peterborough face significant demographic challenges that are putting pressure on resources now and in future years. For example, the population of the area contains more residents over the age of 75 than the average for England and this group is expected to continue to grow significantly.
64. Local progress has already been made for greater integration of health and social care in a number of locations – NE Cambridgeshire has developed local

integrated services that support and improve the delivery of health and social care for people in their areas.

65. There is appetite to build on these foundations and make further progress on health and social care integration in order to deliver the Spending Review commitment to integrate health and social care by 2020, and to make the most efficient and effective use of public resources to meet the demographic challenges that lie ahead. Integrating such complex services will require re-shaping the whole system, which can only be achieved through careful planning, a shared vision and strong co-operation between local partners. This Devolution Deal signals a commitment to take forward the goal of improving local services and building resilience for future generations.

Not yet
implemented by
government

66. To deliver this shared vision, partnerships between Local authorities, the CCG, service providers and other local partners will need to be strengthened significantly. Therefore, these parties will work together, with support from Government, NHS England and other national partners as appropriate, to support local authorities through their Sustainability and Transformation Planning process to set out plans for moving progressively towards integration of health and social care, bringing together local health and social care resources to improve outcomes for residents and reduce pressure on Accident and Emergency and avoidable hospital admissions.

See 52

67. NHS England and local organisations will remain accountable for meeting the full range of their statutory duties.

Community Safety

68. Cambridgeshire and Peterborough recognise the need to meet our communities' desire for increased visibility and responsiveness of public services to day to day community safety (such as parking, speeding, anti-social behaviour, fly-tipping). This is alongside addressing the rising needs of the most vulnerable (such as the frail elderly, victims of domestic violence or child sexual exploitation).

69. Good progress has been made by local partners to integrate our frontline response to the most vulnerable, including the Multi-agency Safeguarding Hub, Victims' Hub, Troubled Families programme, and safe and well visits between the fire service and adult social care, linked to wider blue light collaboration. We will continue to join up our approach and explore how we can integrate our response to the root causes of vulnerability.

Not yet
implemented by
local partners

70. Working with Government the Combined Authority will explore the potential development of a more integrated pathway of service delivery to address the causes of offending behaviour early, before escalation that requires more costly interventions, with the aim of reducing the use of courts and prisons. Government will support this approach by working with Cambridgeshire and Peterborough to explore possible integration and early interventions.

Not yet
implemented by
local partners

71. In addition to Cambridgeshire and Peterborough's participation in the GPS pilot, Cambridgeshire and Peterborough will work with Government to strengthen their role in commissioning of offender management services and explore the potential for a more integrated approach to criminal justice in the area.

Complete

Summary of progress:

- 62: Tackling socio-economic issues in areas of deprivation have been supported through transport schemes such as Fenland Stations, A47 Dualling and Wisbech Rail, as well as through levelling up skills in Peterborough through ARU Peterborough. One of the Mayors sustainable growth ambitions is to reduce inequalities.
- Independent Commission on Public Sector Reform has been established. Discussions on a number on public service reform issues ongoing with local and national partners.
- 71: Cambridgeshire was chosen as one of the GPS pilot areas in a study that was published in 2019.

THE CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY COMMITMENTS

72. The Combined Authority is accountable to local people for the successful implementation of the Devolution Deal; consequently, Government expects the Combined Authority to monitor and evaluate their Deal in order to demonstrate and report on progress. The Cities and Local Growth Unit will work with the shadow / proposed Combined Authority to agree a locally resourced monitoring and evaluation framework that meets local needs and helps to support future learning. This framework must be approved to the DCLG Accounting Officer prior to delivery.

In progress

73. The Combined Authority will be required to evaluate the additional £20 million per annum of funding for 30 years, which will form part of and capitalise the Combined Authority single pot. The £20 million per annum fund will be subject to:

See 11

- a. Gateway assessments for the £20 million per annum scheme, including the supplementary £70m in the first five-year period, ring fenced for Cambridge. The Combined Authority and Government will jointly commission an independent assessment of the economic benefits and economic impact of the investments made under the scheme, including whether the projects have been delivered on time and to budget. This assessment will be funded by the Combined Authority, but agreed at the outset with Government, and will take place every five years. Subsequent five-year tranches of funding will be unlocked if Government is satisfied that the independent assessments demonstrate that the investments have met the objectives and contributed to growth.
- b. The gateway assessment should be consistent with the HM Treasury Green Book, which sets out the framework for evaluation of all policies and programmes, and where relevant with the more detailed transport cost-benefit analysis guidance issued by the Department for Transport (DfT). The

assessment should also take into account the latest developments in economic evaluation methodology.

- c. The government would expect the assessment to show the activity funded through the scheme represents better value for money than comparable projects, defined in terms of a Benefit to Cost ratio.

74. The Combined Authority will write a single local assurance framework for the Single Pot, based on guidance produced by DCLG, to outline decision-making processes to allocate funding, and project appraisal. The local assurance framework will be signed off by Government.	Complete
75. The constituent local authorities of the proposed Combined Authority, and the Combined Authority when formed, will work with government to develop a full implementation plan, covering each policy agreed in this Deal, to be completed ahead of implementation. This plan will include the timing and proposed approach for monitoring and evaluation of each policy, which will take into account the latest developments in economic evaluation methodology and help support future learning. This implementation plan must be approved by the DCLG Accounting Officer prior to delivery.	Complete
76. The Combined Authority and Government will agree a process to manage local financial risk relevant to these proposals and will jointly develop written agreements on every devolved power or fund to agree accountability between local and national bodies on the basis of the principles set out in this document.	Complete
77. The Combined Authority will continue to set out their proposals to Government for how local resources and funding will be pooled across the region.	Complete
78. The Combined Authority will agree overall borrowing and capitalisation limits with Government and have formal agreement to engage on forecasting. The Combined Authority will also provide information, explanation and assistance to the Office for Budget Responsibility where such information would assist in meeting their duty to produce economic and fiscal forecasts for the UK economy.	Complete
79. The Combined Authority will continue to progress programmes of transformation amongst authorities to streamline back office functions and share more services and data, including on assets and property.	Complete
80. The Combined Authority will continue to adhere to its duties under section 149 Equality Act 2010 for both existing and newly devolved responsibilities.	Complete
81. Government will support the constituent members of the proposed Combined Authority by leveraging existing monitoring and evaluation frameworks and, where applicable, by providing assistance to ensure consistency and coordination of metrics and methodologies with other areas receiving a devolution agreement. As part of this commitment, Government will work with the constituent members of the proposed Combined Authority to explore options for the coordinated application of high quality impact evaluation methods in relation to certain policies, which may include i) local	Complete

commissioning of 19+ skills; and ii) employment support.

Summary of progress:

- 72: The CPCA have developed an Assurance Framework and Monitoring and Evaluation framework, both of which are agreed with central government at agreed timescales. An Analysis and Evaluation manager has been appointed to the CPCA to lead of evaluation. Some evaluations are also completed by partners and some by government such as through the government gateway reviews and Transforming Cities Fund evaluation.
- 81: Independent evaluations of the first two years of devolved Adult Education Budget have been completed.

Affordable Housing Scheme - Proposed Variation to Loan Relating to Former Alexander House, Ely

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 th January 2022
Public report:	This report contains appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.
Lead Member:	Councillor Lewis Herbert, Lead Member for Housing
From:	Roger Thompson, Director of Housing
Key decision:	Yes
Forward Plan ref:	KD2022/002
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the extension of the maturity of the existing £4.84m Loan Facility with Laragh Homes from 25 months (7th February 2022) to 28 months (7th May 2022).b) Increase the number of potential monthly drawdowns against the facility from 25 to 28.c) To agree that the rate of interest to be applied to the loan from 7th February 2022 will be 6% over base, until the loan is fully repaid.
Voting arrangements:	<p>A simple majority of all Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 As part of the Devolution Deal, the Combined Authority secured funding from Government to deliver an affordable housing programme.
- 1.2 Within the Combined Authority Housing Strategy approved by Board in September 2018 the funding was divided into two parts, for traditional grant funding and to be used for the then Mayor's plan for a revolving fund to support the delivery of additional affordable housing. In March 2021 Government directed that in order to have a funded affordable housing programme for 2021/22 that all money being re-paid from the loans should be directed into the grant programme supporting the delivery of additional affordable housing.
- 1.3 This report seeks approval from the Combined Authority Board to re-structure the term profile of one of the five original loans, being a facility up to £4.84m with Laragh Homes on the former Alexander House (now Forehill) Ely, by extending its duration by 3 months. The current interest rate being paid to 7th February 2022 is 3.29%.

2. Background

- 2.1 The Mayor and the Combined Authority are committed to accelerating affordable housing delivery to meet local and UK need and support economic growth.
- 2.2 The Covid-19 pandemic has had significant impact upon the construction and housebuilding sectors, specifically the impact of the most recent Omicron covid variant has created shortages of labour and materials and uncertainty about the implications for construction sites and their supply chains.
- 2.3 Housing and construction businesses countrywide have been seeking to manage working practices to minimise employees' risk of contracting Covid-19. A key issue and concern has been about whether housing developers are able to perform their contractual obligations and the knock-on availability of labour, materials, financial, programme and other implications.
- 2.4 There has been a significant recent impact from Omicron on the project we are funding on the former Alexander House (now known as Forehill, Ely). The developer Laragh Homes has found themselves in a very difficult position with this project, as they are very close to completing the scheme and getting the completions in to be able to repay the loan, however the recent delays in obtaining materials and the lack of labour for the finishing trades like plastering, carpentry, decorating, kitchen and bathroom fitting have made it impossible to meet the repayment date of 7th February 2022.
- 2.5 Laragh have advised that they do not have the funds available to repay the loan from any other sources so without a small extension to the loan period they advise they will not be able to complete the scheme. It appears very difficult for them to complete the scheme without the facility being extended. They will have to seek to find other financial sources which will incur significant delay and they may even lose the contracted purchasers who are waiting to move in as soon as units are completed. We have received an application for a 3 month extension to the facility agreement. Currently £4.336m of the £4.84m facility has been drawn. The application form is shown in Appendix 1. A 3 month extension should enable Laragh to complete the works and sales required to repay the loan. Laragh have provided in their application further detail regarding the materials and trades that have been affected by the latest covid outbreak.

- 2.6. The project is being successful in transforming an eyesore building and underutilised property in the centre of Ely, into an attractive development providing 25 new homes for the City including 4 affordable homes that would not otherwise be created. As reported, the sales are going extremely well but Laragh can only get the completion money in at the very end of the project as the apartment blocks have to be almost completely finished to achieve the legal completion on even one sale. In practice, they anticipate most of the sales will complete within a few weeks once the Practical Completion is reached on each block. The latest development monitors report from Dec 2021 is attached in Exempt Appendix 2.
- 2.7. It is worth noting that Laragh have worked well with the CPCA up to this point, having just repaid the Great Abington loan several months before the required contractual repayment date and delivered a high-quality scheme with additional affordable housing.

Significant Implications

- 2.8. Generally, with the type of industry wide disruption we have seen there would be concerns about borrowers' ability to complete developments on time and meeting their repayment obligations. Typically, under a borrowing agreement, a failure to meet the obligation to repay a loan facility constitutes an event of default, invoking a lender's right to exercise its remedies towards recovery of the entire outstanding debt. In the prevailing circumstances with the development being so close to completion with apartment purchasers waiting to move in, moving for recovery will be more challenging if as the lender we find ourselves having to exercise statutory power of stepping in and sale or other remedies. Such action is highly likely to be more damaging as it results in additional disruption to construction contracts, increases costs, lengthens programmes, and usually results in worse outcomes when compared to supporting the borrower through the current uncertainty, especially if the primary objective is to get the residential units successfully delivered and loan re-paid as soon as possible.
- 2.9. The most critical measure being requested is to extend the duration of the loan in order to enable the borrower to successfully complete the construction of the development and sell the units.
- 2.10. The borrower is incurring additional costs to complete the development as a result of the Covid-19 outbreak, however over this period sales values being achieved on the market units have also risen so the development appraisal is still positive.
- 2.11. Ideally any other changes to the existing facility agreement should be kept to a minimum. However, this request for an extension has come at short notice, where as recently as November 2021 the borrower was indicating that they expected to secure enough completions to repay the loan as planned on 7th February 2022. There is provision in the existing loan facility agreement in the event of a default for interest to be payable at 6% over the bank of England base rate. We propose to apply this rate of interest from the 8th February 2022 until the loan is fully re-paid, assuming the board approve the other recommendations.
- 2.12. State aid implications have been considered on the last portfolio wide intervention reported to the board in August 2020 and we consider the advice taken from Bevan Brittan and attached in Exempt Appendix 3 still stands.

3. Financial Implications

- 3.1 The borrower has been seeking to complete the development. In support of the application, they have revised their development programmes, appraisals and cashflows to reflect the new situation. The revised data is shown in the table in Exempt Appendix 4.
- 3.2 The current position on the overall loan programme is shown on the 3 slides in Appendix 5.
- 3.3 The delay in the capital receipt is likely to impact on other areas of the Combined Authority. Due to the obligations to make payments to housing grant schemes that are likely to start on site by 31/3/22 there will be likely to be a shortfall of capital funding under accounting rules.

This would mean that the excess expenditure would be either:

- a) be treated as borrowing under the capital financing rules (although there would not be any cash borrowing) – there could be MRP implications for this approach.
 - b) or other CPCA capital resources, e.g., some of gain share balance as at 31/3/22, could be used to fund the expenditure. The loan receipts would then be used to fund what had been planned to be funded by the capital gainshare when they are received.
- 3.4 Due to timing of payment of grant claims, it is not certain but possible there may not be a shortfall on the affordable housing fund as at 31/3/22 in cash terms as the grant claims are frequently only received well after the schemes have started on site. However, this is not certain or can be relied upon.

4. Legal Implications

- 4.1 The existing facility agreement will be varied to reflect the extension to the loan agreement.
- 4.2 The Assurance Framework, as reflected in the devolution deal, requires the Combined Authority to demonstrate that the funds have been used for the objectives of the devolution deal.

5. Other Significant Implications

- 5.1 None

6. Appendices

- 6.1 Appendix 1 – Application Form for Variation to Existing Loan Facility Agreement
- 6.2 Appendix 2 (Exempt) – December 2021 Interim Development Monitoring Report No. 24
- 6.3 Appendix 3 (Exempt) - Previous Bevan Brittan State Aid Advice
- 6.4 Appendix 4 (Exempt) – Revised Development Appraisal and Cashflow
- 6.5 Appendix 5 – Slide Pack on Overall Loan Programme

7. Background Papers

7.1 The following documents are referred with the address where it can be obtained:

DCLG Approved Business Case
Devolution Deal 2016
Assurance Framework
Monitoring and Evaluation Framework

All obtainable from:

72 Market Street
Ely
Cambridgeshire CB7 4LS

7.2 [Report to the Combined Authority Board, decision summary and minutes - September 2018](#)

**AFFORDABLE HOUSING PROGRAMME 2017 - 2022****APPLICATION FOR A VARIATION TO AN EXISTING FACILITATION / LOAN AGREEMENT**

Please use this template to apply to the Combined Authority for a variation to an existing facilitation/loan agreement that is supported by the Affordable Housing Programme.

SECTION 1: Applicant Details	
Applicant organisation – name and address:	Fore Hill Ely LLP c/o Sycamore Studios New Road Over Cambs CB24 5PJ
Contact name, email address and telephone:	Simon Somerville-Large [REDACTED]
Contact's position in organisation or role in project:	Managing Director

SECTION 2: Scheme Details	
Scheme / site name:	Alexander House, Fore Hill, Ely
Site address and post code:	Alexander House, Fore Hill, Ely, CB7 4AF
Local Planning Authority:	East Cambridgeshire District Council
Total number of new homes to be delivered (all tenures):	25
Total number and type(s) of affordable homes within development:	4 - £100k homes

SECTION 3: Scheme Programme	
Original & Revised Delivery Programmes	Please supply the previous delivery programme and any new programme, highlighting the variations
Market units started	21
Market units completed	0
Market units remaining	21
Affordable units started	4
Affordable units completed	0
Affordable units outstanding	4

SECTION 4: Existing Facility & Proposed Variations	
Date of Facility Agreement	7 th January 2020
Amount of Loan Facility	£4,840,000
Amount Drawn Down so far	£4,421,218 (exc interest, at 5 th Jan 22)
Current Final Repayment Date	7 th February 2022
Proposed Main Variation	Extension of maturity – from 25 months to 28 months (revised maturity 7 th May 2022), up to 28 drawdowns allowed
Reason	Covid 19 impact upon availability of labour and materials. Additional comments below.
Additional Variations	No change
Reasons	

SECTION 5: Related Agreement	
Type of Agreement	Facility Agreement
Date of Agreement	7 th January 2020
Proposed Variation/s	Term extension, 25 months to 28 months, maturity extension to 7 th May 22; 28 drawdowns allowed
Reason/s	As above

Section 6: Development Appraisal & Other Additional Information
Please provide updated development appraisals and project cashflows to reflect the scheme's actual drawdown payments or repayments to CPCA in PDF and MS Excel formats. Attached.
Have there been any material changes to your financial position or any other new debt or loans taken since the original application

NO

If YES, please supply appropriate detail with your application

If a variation or concession is agreed, is the borrower offering anything back? (for example in the event that the final project out-turn improves above the latest financial forecast) **Not considered likely, project out-turn will not improve above latest forecast, all but 3 units of 25 are sold**

Additional commentary from applicant to Reasons section above:

Summary:

This project has exceeded expectations regarding the successful sales programme, we have reserved or exchanged contracts on 22 of the 25 units off plan. We have exchanged contracts with buyers on 11 plots and a further 11 reservations fees have been taken, including with 3 '£100k Homes' buyers.

As such this loan will be repaid shortly from these proceeds. However a brief extension to the maturity of facility, in light of challenges caused by the pandemic in completing the project, is sought from the Authority.

Further detail:

Sales:

22 of 25 total plots are reserved (2 private units and 1 £100k home)

11 of 25 total plots have exchanged

Exchanged sales total is ahead of April 20 expectations by £330,500

Programme:

Hugely impacted in the past 2 months due to covid case rises from the Omicron variant and material availability/supply, for example a substantial decline in availability of labour on site from our key finishing subcontractors; plastering, carpentry, decorators. The completion programme came under pressure in November, December and particularly the beginning of January to reach practical completion and complete the sales of the 11 exchanged units, previously forecast for the end of January 22.

The main problems to date are the availability of materials and labour, which was difficult during the last year, but the situation got much worse in the last quarter of 2021 as demand across the world grew and covid started to impact on labour.

The consequences of the above have meant delays to materials such as steel, timber and glass, which specifically meant long delays on the steel for the staircases and balustrades, timber internal doors, flooring, window frames and the glass in the windows. Kitchen units and some white goods imported from Europe have also been delayed.

Increased demand for sub-contractors, coupled with the reduced work force from the impact of covid, has led to a reduced supply of labour for the ground works, who need to complete the access ramps, steps and car park, together with reduced labour for stud wall fixers, plasterers, carpenters and decorators. This has meant there are delays in completing the finishes internally on the flats and common areas, plus the rear access to the buildings.

However kitchens are being fitted, plastering to some units completed, scaffolding removed, external landscaping underway.

Revised expectations regarding practical completion for all units is Feb 22 to May 22 based on the current position on the ground.

Costs/Profit:

No major implications, the sales programme has been very successful, the buyers are very keen to move in, the current issue relates to the availability of finishing trades on site to complete the interior fit outs.

Conclusion:

We hope that the board can support this request, which is due to the unprecedented effects of this pandemic, which remain extremely difficult to predict. Labour availability challenges are evident across society, but of course amplified in the construction industry where any productivity from home working isn't an option. The fundamental issues remain strong with this project, sales prices and demand are in evidence, the only remaining challenge is in finishing the apartments for the buyers.


Section 7: Undertaking of Correctness & Combined Authority's Fees

The applicant undertakes, to the best of their knowledge, that the information being provided is materially and factually correct.

By submitting this application the Borrower agrees to pay the Combined Authority's reasonable administration costs for considering the application.

If any variation is agreed the Borrower shall further undertake to pay the Combined Authority's reasonable legal costs incurred in preparing and executing associated documentation.

SECTION 8: Signatures

Name:	Position:	Signature:	Date:
J SOMERVILLE-LARGE	MANAGING DIRECTOR		11/01/2022

Please return this completed form together with any accompanying documentation by email to:

roger.thompson@cambridgeshirepeterborough-ca.gov.uk

nick.sweeney@cambridgeshirepeterborough-ca.gov.uk

Housing Loans – current position

Housing Loans			
Position as at 7th January 2022			
	Drawdowns	Repayments	Balance
ECTC - Ely MOD	£ 26,133,027.42	£ 3,982,882.86	£ 22,150,144.56
ECTC - Haddenham	£ 7,938,112.40	£ 3,494,369.16	£ 4,443,743.24
Laragh - Alexander House	£ 4,336,671.03	£ -	£ 4,336,671.03
Laragh - Gt Abingdon	£ 4,746,937.55	£ 4,746,937.55	£ 0.00
Laragh - Histon Road	£ 5,458,423.70	£ -	£ 5,458,423.70
	£ 48,613,172.10	£ 12,224,189.57	£ 36,388,982.53

Housing Loans – forecast

	Loan Payments			repaid 13/12/21				Loan Repayments			repaid 13/12/21		
	ELY MOD	Haddenham	Alexander House	Gt Abington	Histon Road	Total		ELY MOD	Haddenham	Alexander House	Gt Abington	Histon Road	Total
Jan-22	171,889	271,695	85,071	-	139,865	668,519		4,784,445	1,446,620	-	-	-	6,231,065
Feb-22	152,477	280,467	184,372	-	912,410	1,529,726		1,077,011	107,688	-	-	-	1,184,699
Mar-22	182,532	280,467	180,675	-	352,956	996,630		1,248,947	-	779,828	-	-	2,028,775
Apr-22	101,390	280,467	54,675	-	387,672	824,204		1,241,827	178,662	2,814,611	-	-	4,235,100
May-22	116,309	286,345	127,856	-	342,656	873,166		623,482	360,000	1,374,883	-	-	2,358,365
Jun-22	99,174	285,852	-	-	341,571	726,597		2,576,896	1,086,960	-	-	-	3,663,856
Jul-22	50,163	286,419	-	-	334,456	671,038		1,622,846	249,600	-	-	-	1,872,446
Aug-22	46,673	290,711	-	-	332,656	670,040		1,488,517	985,080	-	-	-	2,473,597
Sep-22	65,759	287,645	-	-	332,656	686,060		2,014,153	896,462	-	-	-	2,910,615
Oct-22	4,167	290,943	-	-	978,985	1,274,095		1,343,890	698,400	-	-	-	2,042,290
Nov-22	10,505	287,645	-	-	-	298,150		1,669,804	717,800	-	-	-	2,387,604
Dec-22	17,378	291,816	-	-	-	309,194		846,913	368,600	-	-	840,500	2,056,013
Jan-23	7,799	287,145	-	-	-	294,944		1,280,967	368,600	-	-	1,999,050	3,648,617
Feb-23	5,569	5,044	-	-	-	10,613		1,312,237	691,934	-	-	3,219,950	5,224,121
Mar-23	-	-	-	-	-	-		49,992	-	-	-	2,616,550	2,666,542
Apr-23	-	-	-	-	-	-		-	-	-	-	-	-
May-23	-	-	-	-	-	-		-	-	-	-	1,238,257	1,238,257
	1,248,841	4,037,326	745,705	-	4,667,910	10,699,782	-	23,435,661	8,567,614	4,969,321	1,600,054	9,914,307	48,486,956

Overall forecast to end of year and programme completion

2021/22, 2022/23, 2023/24 & 2024/25 Cash Flow Actual & Forecast

15.01.22	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Mar-25
Opening Balance	-4,640,581	-7,641,602	-3,012,710	7,658,654	7,118,008	6,843,809	2,073,793
Grants Committed Ending March 2020-21	2,224,025	2,413,866	983,883	254,500	1,211,000	683,883	0
Grants Committed in principle (15 Schemes) 2021-22	0	1,870,000	3,135,500	2,615,750	0	0	0
2(a) Certain Pipeline 2021-22	337,500	0	7,584,125	0	0	0	3,130,313
Loan Payments	668,519	1,529,726	996,630	824,204	873,166	726,597	0
Loan Repayments	-6,231,065	-1,184,699	-2,028,775	-4,235,100	-2,358,365	-3,663,856	0
Closing Balance	-7,641,602	-3,012,710	7,658,654	7,118,008	6,843,809	4,590,433	5,204,105

grant required to complete programme



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.1

Local Transport and Connectivity Plan Update

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Transport Strategy and Policy Manager
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note progress on the Local Transport and Connectivity Plan (LTCP);b) Provide feedback and agree to amended timetable for delivering the Local Transport and Connectivity (LTCP) programme;c) Agree to a programme of public consultation for twelve weeks commencing in May 2022; andd) Delegate authority to the Head of Transport to prepare the public consultation, and to brief members of the CA Board and Transport and Infrastructure on its content.
Voting arrangements:	<p>A simple majority of all Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

This paper is to provide feedback from the Local Transport and Connectivity Plan's (LTCP) Soft Launch public engagement exercise held in November 2021 and the potential implications this has had for the project's overarching programme.

2. Background

The future of local transport planning for the Cambridgeshire and Peterborough area has and continues to undergo rapid change. Since the publication of the Local Transport Plan (LTP) in early 2020 there have been significant changes that have directly and indirectly impacted on the current transport network and the appropriateness of the overarching strategy.

These changes include:

- New CO2 and EV targets published by government, contained within:
 - a) Decarbonisation of Transport Plan (DTP)
 - b) The Ten Point Plan for a Green Industrial Revolution document
- New national walking and cycling policy published by government entitled 'Gear Change';
- Climate Change Commission recommendations (February 2021);
- Developments within the OxCam Arc, including England's Economic Heartland Transport Strategy and the changes to the spatial strategy framework;
- The effects of Covid-19, and the need to avoid a predominantly car-based recovery during the establishment of the "new normal";
- Changes to ways of working and increased connectivity through use of technology;
- Impact of the 2021 Comprehensive Spending Review; and
- Data, underpinning the current LTP, more than two years out of date, both in relation to transport and non-transport related challenges and opportunities.

Significant progress has been made in relation to strategic schemes, including A428, East-West Rail, Peterborough Station quarter, the Greater Cambridge Local Plan and the Greater Cambridge Partnership (City Access proposals). The acceleration of these schemes and initiatives together with the changes in Government (local and national) policy has increased the need for a refreshed LTCP.

The LTCP will describe how transport and digital interventions can be used to address current and future challenges and opportunities for the region. It will set out the revised policies and strategies needed to secure growth and ensure that planned developments can take place in the county in a sustainable way.

The purpose of a LTP is to:

- Outline the current baseline with regard to transport, accessibility and pollution;
- Set out challenging, but achievable, objectives;
- Set out the timeline for achieving these objectives; and
- Outline 'bids' for funding from the DfT.

As outlined in the LTP, “Cambridgeshire and Peterborough are likely to change significantly over the lifetime of the plan, in ways that we cannot currently predict. As a consequence, the transport strategy needs to be sufficiently flexible to influence and support transport initiatives as they are brought forward”.

The reasons for a revised LTCP have been discussed at Transport and Infrastructure Committee and CA Board. The original programme was to present a framework document to Board on 30th March 2022 for approval subject to independent assessments, including a Strategic Environmental Assessment (SEA) a Health Inequalities Assessment (HIA), an Equalities Impact Assessment (EqIA) and a Community Impact Assessment (CIA).

Soft Launch Public Engagement

The Combined Authority undertook a four-week, public engagement exercise, that was open for comments on Monday 1st November until Sunday 28th November 2021, specifically in relation to the LTCP.

The purpose of the four-week public engagement was to allow our local communities, stakeholders and businesses the opportunity to comment about their vision and priorities for transport within and across the region. The feedback received will be used to shape the emerging refreshed LTCP before formal consultation takes place.

During the public engagement, the Combined Authority received a total of 553 online feedback forms and 16 hard copy feedback forms, together with five emails. The feedback form asked respondents to complete seven questions. Participants had the opportunity to focus their feedback on specific locations within our region, as question six enabled respondents to select which part of the region they wanted to provide feedback on. Of the 569 feedback forms received, the following summary is provided:

- **96.2%** understood why the vision for transport needs to be updated.
- **57.4%** either strongly agreed or mostly agreed that the updated vision is the right future for transport in the region.
- The most recurring comments, when asked what changes should be made to the transport vision, concerned; improving cycling and pedestrian links (83), the need to improve transport infrastructure (75), and a desire to provide new bus routes (72).
- **52.9%** strongly agreed or mostly agreed that the aims and objectives listed are the right transport priorities for the region.
- When asked about what aims and priorities needed to be included the top three issues related to: more ambitious net-zero targets (61), the need to provide a greater transport infrastructure (47), and a desire to ensure that the transport network is affordable (39).
- Regionally, bus routeing and frequency was ranked as the highest priority in five out of six regions, only Cambridge had a different top priority – reducing congestion in the city.
- Enabling communities and people access to opportunities was ranked as the highest priority (192), swiftly followed by the environment (187). These were the most important issues selected relating to how transport is also important in supporting other positive changes.

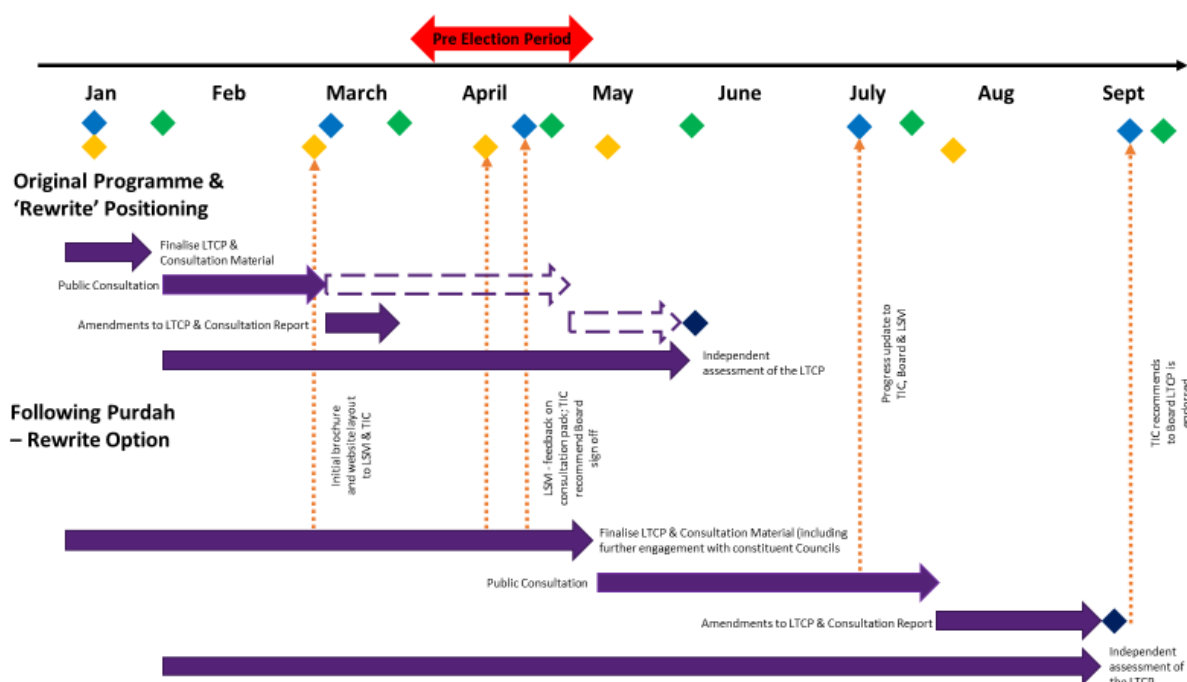
Impact on Programme

Following extensive public engagement and feedback from constituent Councils there are likely to be a very significant number of changes to the LTCP in relation to its content when compared to the current LTP. The suggested amendments reflect the changing policy

environment within which the Combined Authority and partners are now operating, as well as reflecting the aims and aspirations of the public and stakeholders as outlined in the feedback received to date. As a consequence, the task to update the framework document has changed from a what had originally been envisaged as a 'refresh' to become something closer to a full 'rewrite'. It is important to ensure a meaningful public consultation with regards the changes made and therefore it is recommended that this is extended from a six-week to a twelve-week period to reflect Government policy and guidance around the parameters of consultation.

To ensure that the public consultation on the LTCP is not continuing during the constrained 'pre-election period' it is recommended that it commences on the first Monday following the local elections (10th May). For this revised timeline to be successfully met it is imperative that officers continue to meet with elected Members to help shape the overarching framework document and the accompanying consultation materials. Following agreement at CA Board, appropriate meetings and touchpoints will be diarised with elected Members on an individual and collective basis to ensure effective engagement.

Further work is required to finalise the timescales for delivery of the LTCP to ensure that the document is presented to the appropriate TIC and Board meeting in September/October 2022.



The time between now and the public consultation in May will be used to further engage with Members, officers, and stakeholders to ensure the draft framework document and the associated consultation material (brochure, website and feedback forms) truly reflects our position on key issues affecting the transport system across our region. In addition, further technical work will be finalised and socialised with Members to increase the robustness of the plan itself.

3. Significant Implications

- 3.1 The current LTP remains the policy position of the Combined Authority, until such time as a new framework document is adopted. With a delay to the adoption of the LTCP there may

be an impact on the work of the Greater Cambridge Partnership (GCP) in progressing its City Access proposals. CPCA officers continue to work closely with the GCP (CEO led meetings are held fortnightly) to understand any potential risks and consider mitigations that could be implemented to address these concerns in a timely and effective manner.

4. Financial Implications

- 4.1 There is no financial implications as the LTCP remains deliverable with the budget allocation for 2021/22 and 2022/23 as previously agreed by CA Board.

5. Legal Implications

- 5.1 None.

6. Other significant implications

- 6.1 None.

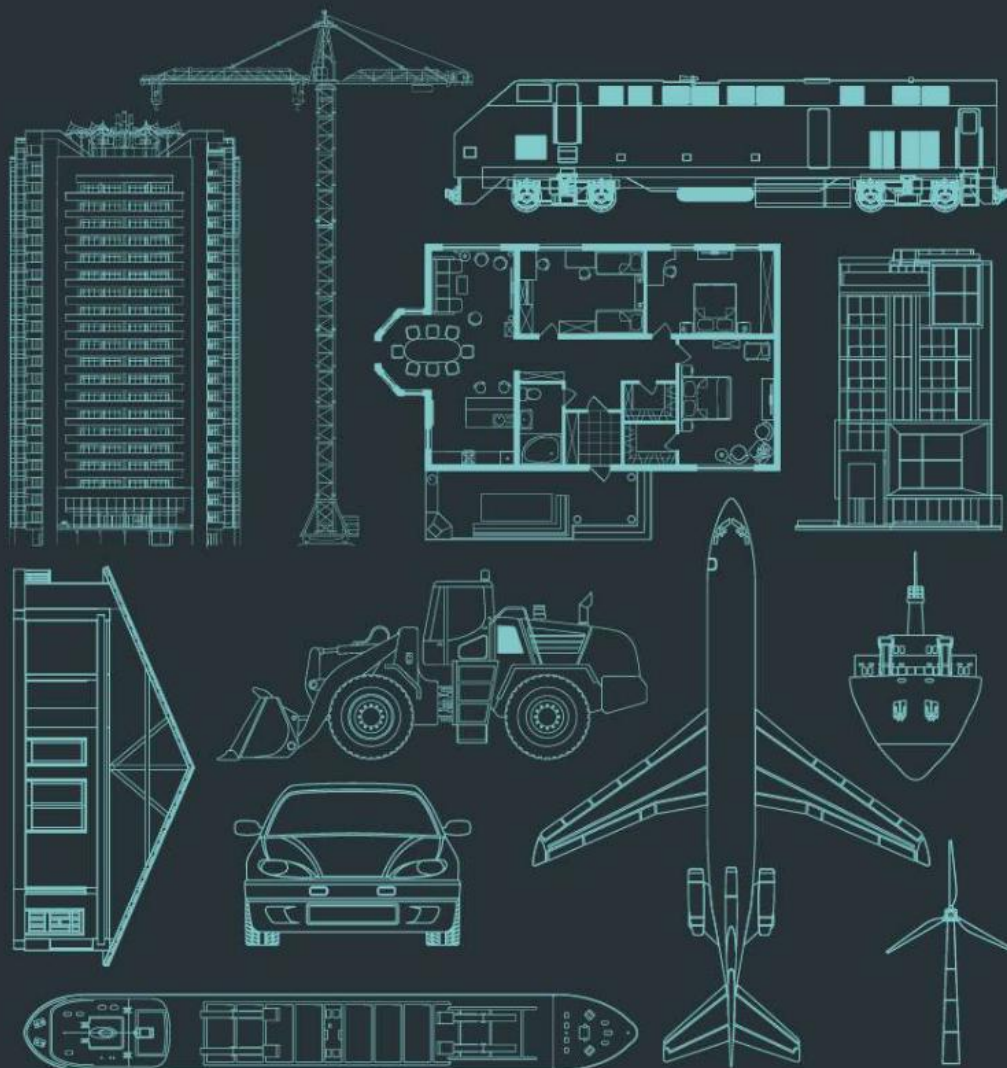
7. Appendices

- 7.1 Appendix 1 – Feedback Analysis

8. Background Papers

- 8.1 None.

becg



Feedback Analysis

Local Transport & Connectivity Plan (LTCP)

Prepared for Cambridgeshire & Peterborough Combined Authority

December 2021

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Executive Summary

The Cambridgeshire and Peterborough Combined Authority (the Combined Authority) are committed to engaging with the local community regarding the development of a new Local Transport and Connectivity Plan.

Residents and stakeholders were given the opportunity to give feedback regarding the emerging Local Transport and Connectivity Plan (LTCP) via a host of different channels. A website, freephone information line and project email address were available throughout the public engagement period for interested parties to receive further details and to provide feedback.

These channels will remain open, and will be used during the formal consultation, scheduled for January 2022.

The Combined Authority organised a four-week, public engagement that was open for comments on Monday 1st November until Sunday 28th November 2021. To allow for postal delays, this feedback analysis includes all hard copies of feedback received up to and including until 2nd December 2021.

The purpose of the four-week public engagement was to allow the local community the opportunity to comment about their priorities for transport within the region. Feedback received from this period will be used to shape the emerging plan before a formal consultation takes place – this is currently scheduled for January 2022.

During the public engagement, the Combined Authority received a total of 553 online feedback forms and 16 hard copy feedback forms, together with five emails.

The feedback form asked respondents to complete seven questions, in which participants had the opportunity in question six to select which region they wanted to provide feedback. Of the 569 feedback forms received, the following summary is provided:

- **96.2%** understood why the vision for transport needs to be updated.
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- Regionally, bus routeing and frequency was ranked as the highest priority in five out of six regions, only Cambridge had a different top priority – reducing congestion in the city.
- Enabling communities and people access to opportunities was ranked as the highest priority (192), swiftly followed by the environment (187). These were the most important issues selected relating to how transport is also important in supporting other positive changes.

Where feedback was received that was of a technical nature, this was passed onto the relevant member of the project team to respond. The project team has carefully reviewed all the feedback received to date, and this will be used to help shape the plan.

The Combined Authority are committed to engaging with the local community, and following the review of feedback received from the public engagement, will look to conduct a formal consultation on more detailed proposals for the revised Local Transport & Connectivity Plan in January 2022.

1. Introduction

1.1 The Local Transport & Connectivity Plan

- 1.1.1 The Cambridgeshire & Peterborough Combined Authority (the Combined Authority) is required by law to make and maintain a Local Transport Plan for the region.
- 1.1.2 The current Local Transport Plan was adopted in January 2020. Since then, significant changes have taken place, which have subsequently meant it is now in need of an overhaul.
- 1.1.3 The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to improve transport in Cambridgeshire and Peterborough. It is therefore essential that a new plan is in place that seeks to ensure transport is made better, faster, safer and more reliable.
- 1.1.4 The Combined Authority has incorporated the word 'connectivity' in the name of the plan, due to how the internet has changed the way people travel. For example, many more people work or learn from home. There is more online shopping, and more leisure and entertainment is now offered digitally, resulting in fewer journeys. Others use their phones and other devices to buy tickets and check travel information on the go.
- 1.1.5 To provide people with an early opportunity to have their say about transport within the region, the Combined Authority conducted a public engagement exercise in November 2021, to ensure that early feedback received is used to help shape the plan ahead of public consultation in January 2022.
- 1.1.6 This document summarises the feedback received from the four-week public engagement exercise held from the 1st November – 28th November 2021.
- 1.1.7 In order to assist with the public engagement, the Combined Authority appointed BECG, a specialist communications consultancy, to form part of its wider project team for the development of the LTCP.
- 1.1.8 All feedback received is accounted for and represented within this document.

2. Summary of Engagement

2.1 Overview

2.1.1 The engagement period primarily sought views on:

- The vision and priorities of the LTCP; and
- The most important transport issues and priorities across the region

2.1.2 Members of the public were able to provide their feedback, about their priorities for the LTCP between **Monday 1st November – Sunday 28th November 2021**.

2.1.3 All feedback submitted as part of the engagement period will be considered in the development of the LTCP.

2.2 Engagement methods

2.2.1 Respondents were able to provide their feedback through a number of different channels. A dedicated LTCP public engagement website was established (www.yourltcp.co.uk), which included an online feedback form.

2.2.2 A hard-copy brochure containing all of the information on the website, alongside a hard-copy feedback form, was also available on request and at the deposit locations listed in Section 2.5.

2.2.3 Stakeholders and members of the public could also provide feedback via a dedicated project email address (contact@your-ltcp.co.uk).

2.2.4 A freephone information line (0808 258 3225) was also in operation Monday-Friday, 9am-5:30pm for individuals to discuss the available information, request hard copies of materials and provide their feedback.

2.3 Awareness raising and Social Media

2.3.1 Our social media and digital advertising campaign were designed to invite users to take part in the survey, presenting adverts to a variety of audience via a targeted campaign.

2.3.2 The messages were designed to invite users via presenting local visuals and contextually relevant adverts, as well as using issue led adverts to provoke a response. As key part to the campaign was data review and analysis, to ensure we take account of what worked and what didn't for the upcoming consultation period.

2.4 Website

- 2.4.1 A website was set up, that provided further information about the LTCP, and detailed how the community could have their say about transport within the region. The website is hosted at: www.yourltcp.co.uk



The homepage of the LTCP website

- 2.4.2 The website includes information on:

- What is the LTCP
- Our vision and priorities
- About the Combined Authority
- FAQs
- Contact Us
- Have Your Say

- 2.4.3 The website was viewed by approximately **3,836 individuals** and feedback provided by **353 respondents between Monday 1st November and Sunday 28th November 2021**.

2.5 Deposit locations

- 2.5.1 To ensure the public engagement exercise was accessible to all members of the community, the Combined Authority decided to display the engagement materials in six deposit locations, in each of the six districts of the Combined Authority. The following locations were used:

Deposit Location	Address	Opening Hours
Peterborough Central Library	Broadway, Peterborough, PE1 1RX	Monday to Friday – 10.00am – 4.00pm Saturday – 10.00am – 2.00pm Sunday – Closed.

Aldi Foodstore – Huntingdon	4 Edison Bell Way, Huntingdon, PE29 3HG	Monday to Saturday – 8.00am – 10.00pm Sunday – 10.00am – 4.00pm
The Co-operative Food – Sawston	29-31 High Street, Sawston, Cambridge, CB22 3BG	Monday to Saturday – 7.00am – 10.00pm Sunday – 10.00am – 4.00pm
Cambridge Central Library	7 Lion Yard, Cambridge CB2 3QD	Monday to Friday – 9.30am – 6.00pm (open until 7.00pm on a Wednesday). Saturday – 10.00am – 6.00pm Sunday – 12.00pm – 4.00pm
Ely Library	6 The Cloisters, Ely, CB7 4ZH	Monday – 9.30am – 1.00pm Tuesday to Friday – 9.30am – 5.00pm (open until 7.00pm on a Thursday). Saturday – 9.30am – 4.00pm Sunday – Closed.
Wisbech Library	Ely Place, Wisbech PE13 1EU	Monday – 9.30am – 1.00pm Tuesday to Friday – 9.30am – 5.00pm (open until 7.00pm on a Tuesday). Saturday – 9.30am – 4.00pm Sunday – Closed.



Peterborough Central Library



Aldi – Huntingdon



Co-op - Sawston



Wisbech Library

Examples of materials displayed at the Deposit Locations

- 2.5.2 Copies of the engagement brochure, feedback form and pre-paid envelopes were made available at each of these locations, for members of the public to gain further information, and to provide feedback.
- 2.5.3 The project team regularly liaised with each deposit location, and arranged for materials to be replenished where necessary. In the event, no locations required materials to be replenished during the engagement period.

2.6 Project email address

- 2.6.1 A specific project email address was set up to receive feedback and answer any queries both during and after the engagement period. The email address was: **contact@yourltcp.co.uk**

2.7 Post-paid and 0800 comment facility

- 2.7.1 During and after the public engagement, access to a freephone telephone information line was offered to those who wished to find out more about the proposals, or to register their comments via the telephone.
- 2.7.2 The telephone number used (**0808 258 3225**) was in operation Monday – Friday between the hours of 9.00am and 5.30pm.
- 2.7.3 Information was given to callers where possible, and if questions were of a technical nature, these were passed on to project team members.
- 2.7.4 A freepost address was set up, 'Your LTCP,' alongside paper copies of the brochure and feedback form, which were available upon request.

2.8 Stakeholder engagement

- 2.8.1 Throughout the engagement period there have been a several rounds of engagement with Leaders and/or Portfolio Holders across the Combined Authority area. There has also been further engagement with internal stakeholders including the LTCP Working Group and the Greater Cambridge Partnership.
- 2.8.2 A briefing event was held on 19th November for stakeholders from the business, education and healthcare communities from across the region. The event included a high-level summary of the proposed LTCP, Q&A and two breakout sessions. The first breakout session explored the challenges associated with the development and implementation of the LTCP, and the second, the opportunities that the Plan could provide. A summary of the feedback received from this event can be found in Appendices.
- 2.8.3 23 stakeholders attended the event, that included:
- Paul Milner, Head of Planning, University of Cambridge
 - Dr Andy Williams, VP Cambridge Strategy, AstraZeneca
 - Rebecca Stephens, Cityfibre
 - Mike Herd, Michael Herd Consulting
 - Mario Caccamo, CEO, NIAB
 - Richard Grisenthwaite, UK Lead, Arm
 - Sian Nash, Chief Operating Officer, Wellcome Sanger Institute
 - Alex Plant, Director, Anglia Water
 - Jane Paterson-Todd, CEO, Cambridge Ahead
 - Dan Thorp, Director, Cambridge Ahead
 - Emma Wood, Consultant, Cambridge Science Park
 - Claire Ruskin, Executive Director, Cambridge Network
 - Richard Holdaway, East of England, Institute of Directors
 - Helena Coe, Policy Manager, Confederation of British Industry
 - Lauren Dovey, Federation of Small Businesses
 - Harvey Bibby, Ely & East Cambs, Cambridgeshire Chamber of Commerce
 - John Gordon, Partner, Arcadis
 - Caroline Foster, Senior Development Manager, Urban & Civic
 - Rebecca Britton, Regional Director, Urban & Civic

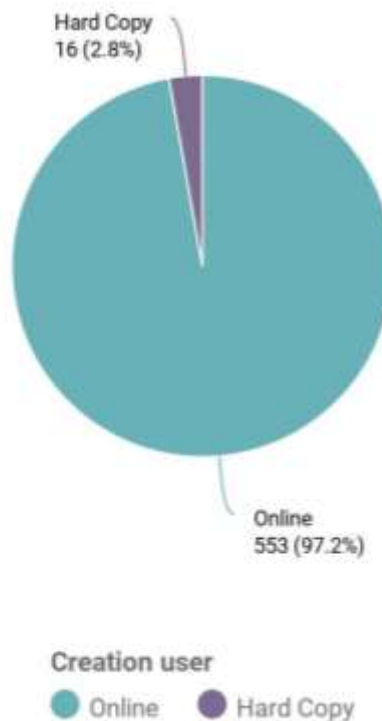
- Rachel Nicholls, Principal, Peterborough Regional College
- Martin Lawrence – Director, Metalwork
- Elliot Page, Cambridge East Transport Strategy, Marshall Group
- Olga Feidman, Transport Lead, Arcadis

2.8.4 Following the Stakeholder Briefing, follow up meetings were hosted with:

- Rachel Northfield, Head of Estates, and Katherine Smith, Head of Sustainability, at Cambridge University Hospitals on 2nd December 2021.
- Cambridge Biomedical Campus Travel and Transport Group on 7th December 2021.

3. Summary of Respondents

3.1 Online vs. hard copy



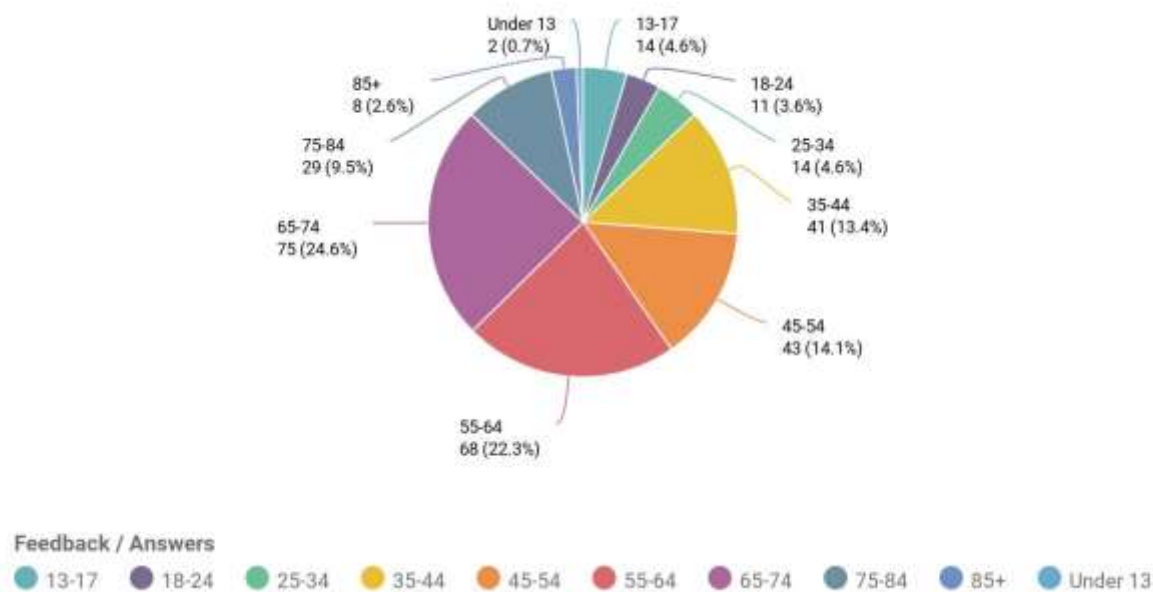
- 3.1.1 A total of 553 (97.2%) online feedback forms were submitted via the website, with a further 16 (2.8%) hard copy feedback forms had been received.

3.2 Locations



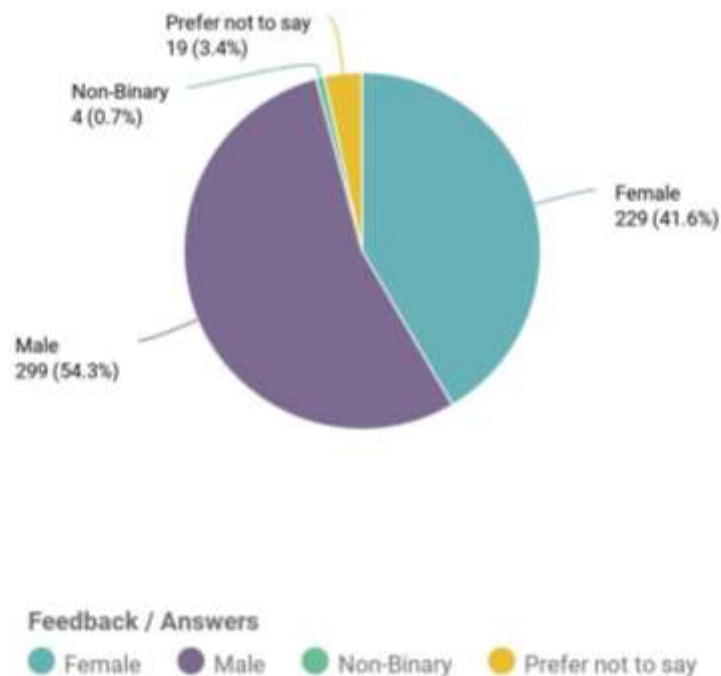
- 3.2.1 As shown on the map above, a total of 100 respondents provided their location. Of these, whilst there is a good range of responses from across the region, the majority of responses have been provided by those living in Cambridge, South Cambridgeshire and Huntingdonshire.
- 3.2.2 Notably, Ramsey has the highest number of feedback submissions aside from the city of Cambridge, indicating that awareness has spread well in this area in comparison to other market towns.

3.3 Age ranges



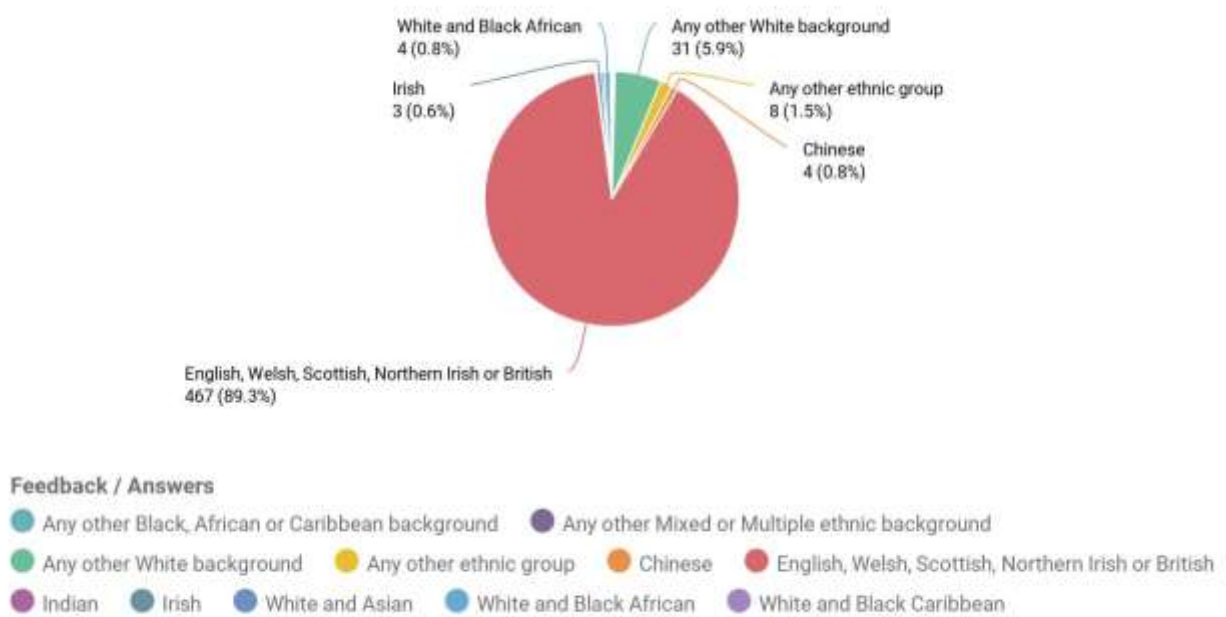
3.3.1 305 respondents provided their age group. Of these, the 65-74 age group have been the most likely to provide feedback at 24.6%. This is closely followed by the 55-64 age group (22.3%).

3.4 Gender



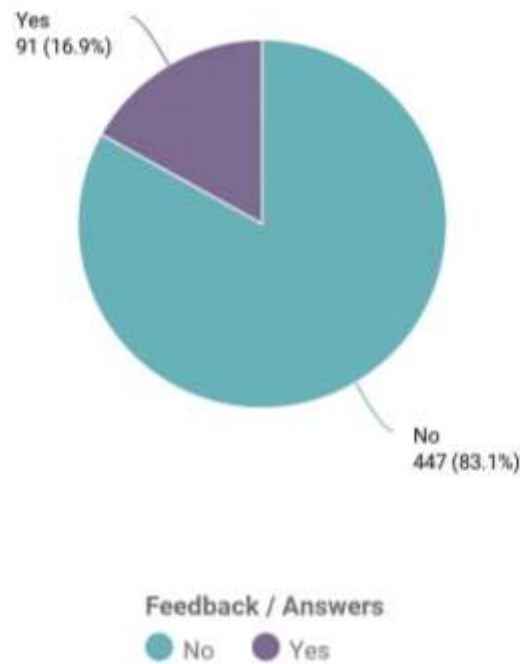
3.4.1 Overall, 551 of the 569 respondents have provided an answer as to their gender. 54.3% of forms have been submitted by males, 41.6% by females, whilst 3.4% preferred not to disclose their gender identity, with 0.7% identifying as non-binary.

3.5 Ethnicity



3.5.1 The majority of respondents to date have been from British backgrounds (89.3%), with a further 5.9% from other White backgrounds. The remaining responses (totalling 4.2%) have been provided by a mix of those from Chinese, Indian, Irish, White and Asian, White and Black African, and White and Black Caribbean backgrounds.

3.6 Disability



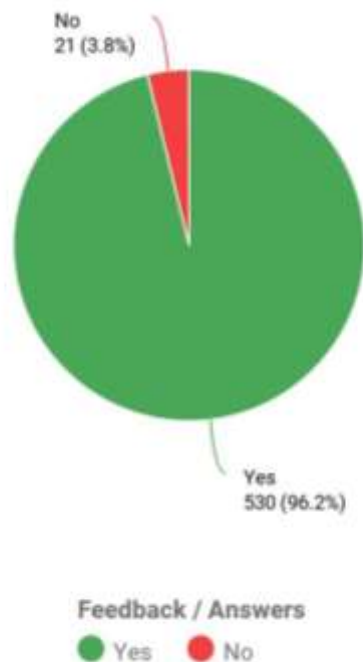
3.6.1 Overall, 91 respondents (16.9%) have identified as having a disability, with the remaining 83.1% noting that they do not have a disability.

4. Summary of Public Feedback

4.1 Summary of feedback forms

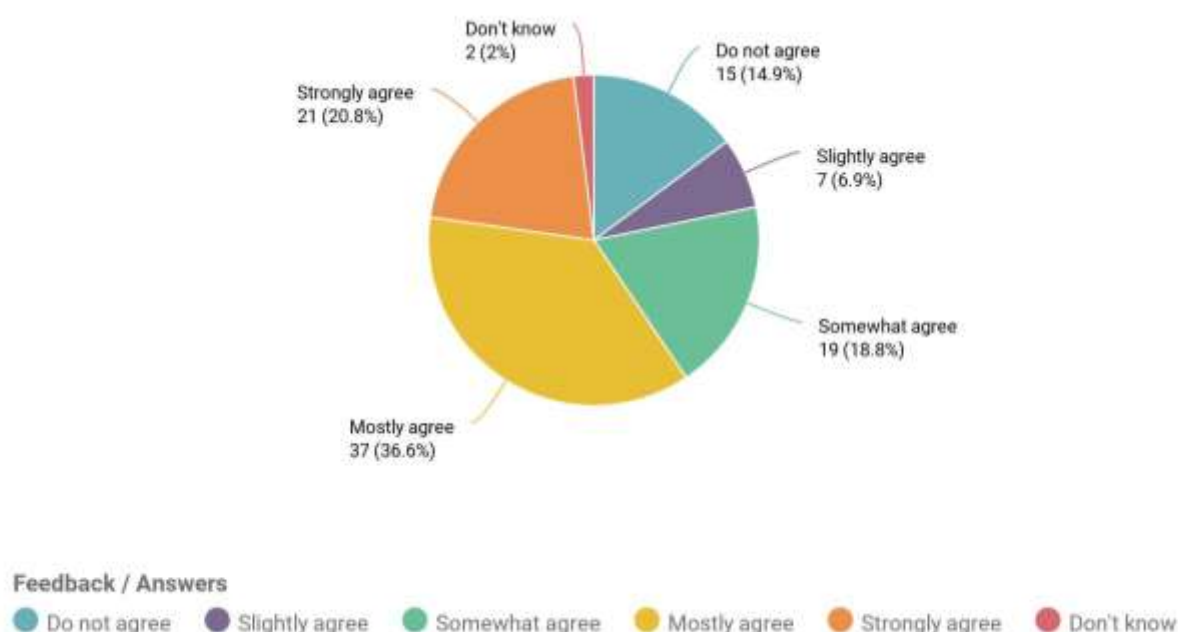
- 4.1.1 The following analysis covers the data and responses received up to (and including) Monday 29th November 2021.
- 4.1.2 A total of 569 feedback forms were received by the online deadline of Sunday 28th November, and the postal deadline of Thursday 2nd December 2021.
- 4.1.3 Responses were recorded for each of the seven questions asked, and the data is presented within this report along with the issues that were raised by respondents.

Q1: Do you understand why the vision for transport needs to be updated?



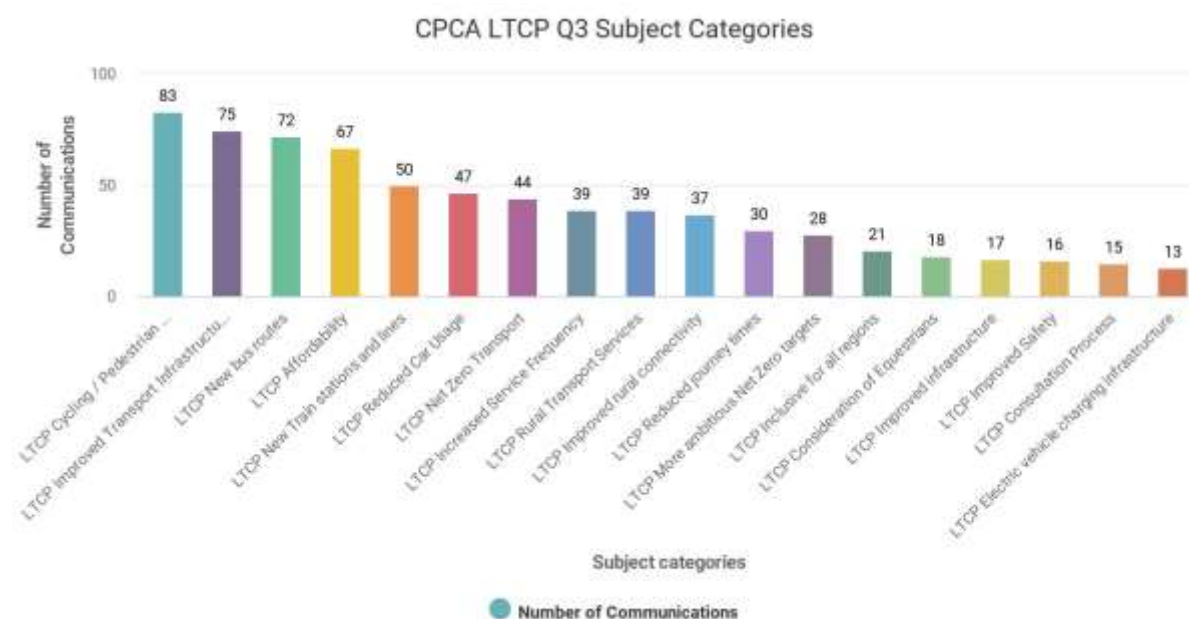
- 4.1.4 Overall, 530 feedback forms (96.2%) answered 'Yes' to the first question, confirming that they understood the reasons why the Combined Authority is producing an updated Local Transport and Connectivity Plan.
- 4.1.5 21 feedback forms (3.8%) answered 'No' to this question. This first question did not ask respondents to provide further comments. An additional 18 feedback forms did not provide an answer to this question.

Q2: How strongly do you believe the updated vision is the right future for transport in the region?



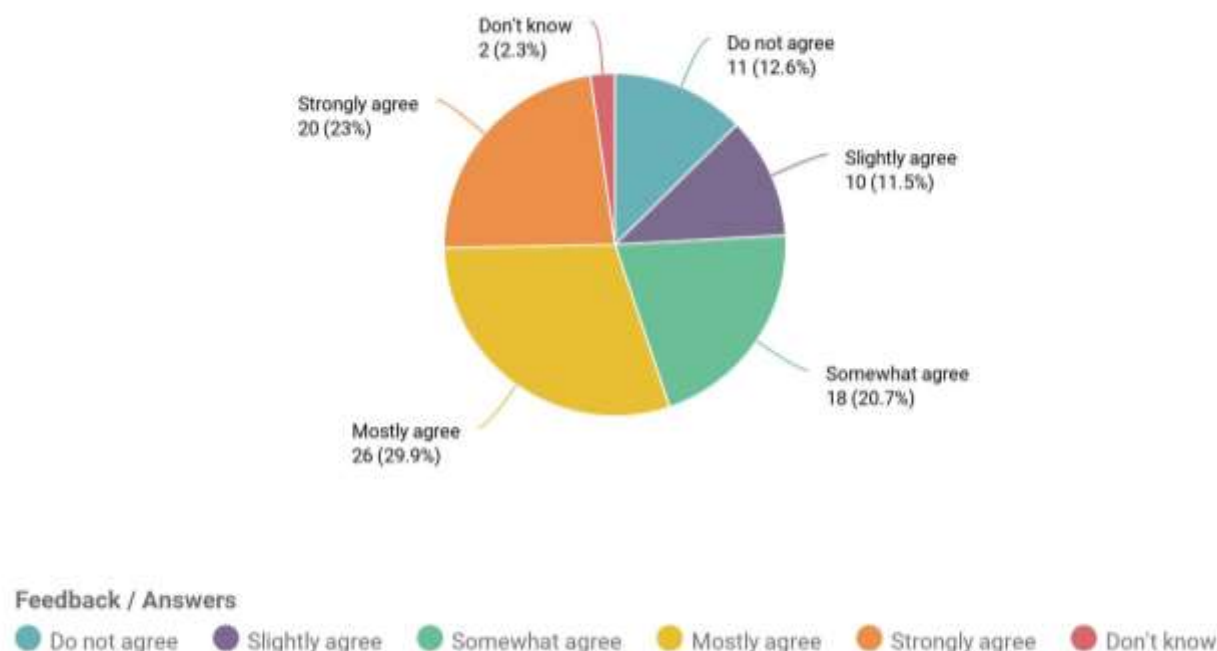
- 4.1.6 Of the responses received, 57.4% strongly agreed or mostly agreed with the vision set out by the Combined Authority, with a further 18.8% who somewhat agreed, together with a further 6.9% who selected slightly agree.
- 4.1.7 14.9% of responses did not agree with the vision laid out by the Combined Authority, with a further 2% of responses selecting that they did not know.
- 4.1.8 Overall, this question was answered by 103 respondents, equating to 18.1% of feedback submissions. During the engagement period, the question was changed to select one of these options, as initially the feedback form did not clearly state which end of the 1-5 scale represented support or opposition to the vision respectively.
- 4.1.9 After addressing this halfway through the engagement period, this question received a total of 89 responses in the last two weeks of the engagement period, where within the first two weeks, this question was only answered 14 times.
- 4.1.10 Many of the freeform comments across the feedback form noted that it was very difficult to disagree with the vision, and that the real test of success would be the implementation of the plan and whether it was able to address the day-to-day transport issues that are faced across the region. This helps to explain the lower response rate to this question in comparison to others across the feedback form.

Q3: Would you make any changes to the transport vision? If so, what and why?



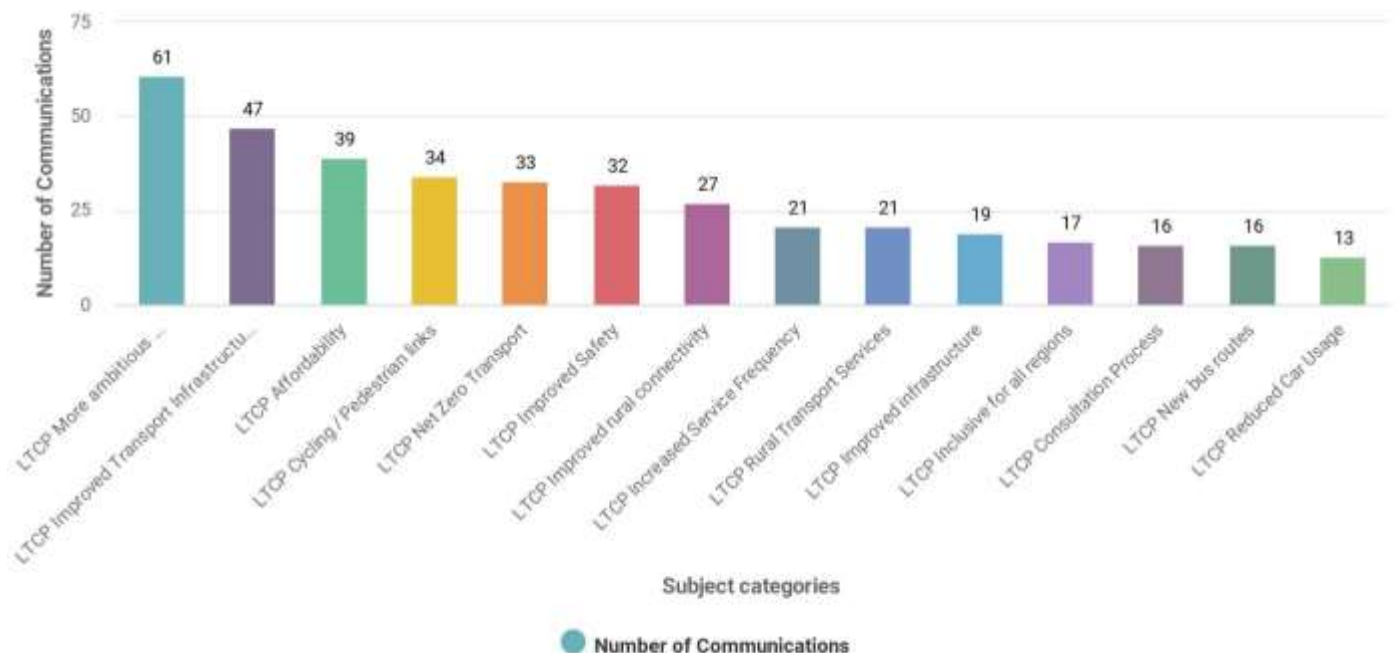
- 4.1.11 To analyse the freeform text responses provided to Question 3, BECG has grouped the responses into categories according to the themes mentioned. The graph above shows all themes/categories that were mentioned in at least 10 responses.
- 4.1.12 The most frequently raised issue was a desire to see improvements to cycling and pedestrian routes across the region, with 83 mentions. A need to improve transport infrastructure across the region was also mentioned 75 times, with the need to provide new bus routes mentioned 72 times. The need to ensure that public transport is kept affordable was raised in 67 responses.
- 4.1.13 The need to improve the railway network, with further stations and new lines was mentioned in 50 responses, with the need to reduce car journeys, and the desire to provide net-zero transport options being raised in 47 and 44 responses respectively.

Q4: How strongly do you believe the aims and objectives are the right transport priorities?



- 4.1.14 Of the 89 responses received to Question 4, 52.9% of respondents either strongly agreed or mostly agreed that the Combined Authority's aims and objectives for transport are correct.
- 4.1.15 Of the remainder, 20.7% somewhat agreed, with 11.5% of responses that slightly agreed. A further 12.6% of responses did not agree that the aims and objectives are the right transport priorities, with 2.3% of feedback to this question selecting that they did not know.
- 4.1.16 As per Question 2, very few responses were received to this question within the first two weeks of the public engagement. This is likely a result of the feedback form not clearly stating which end of the 1-5 scale represented support or opposition to the aims and objectives respectively.
- 4.1.17 To address this, BECG updated the online feedback form to clarify this, which has seen an additional 76 feedback responses to this question within the last two weeks of the public engagement.
- 4.1.18 Many of the freeform comments across the feedback form noted that it was very difficult to disagree with the aims and objectives, and that the real test of success would be the implementation of the plan and whether it was able to address the day-to-day transport issues that are faced across the region. This helps to explain the lower response rate to this question in comparison to others across the feedback form.

Q5: Do you have anything else to say about the aims and priorities? What have we missed?



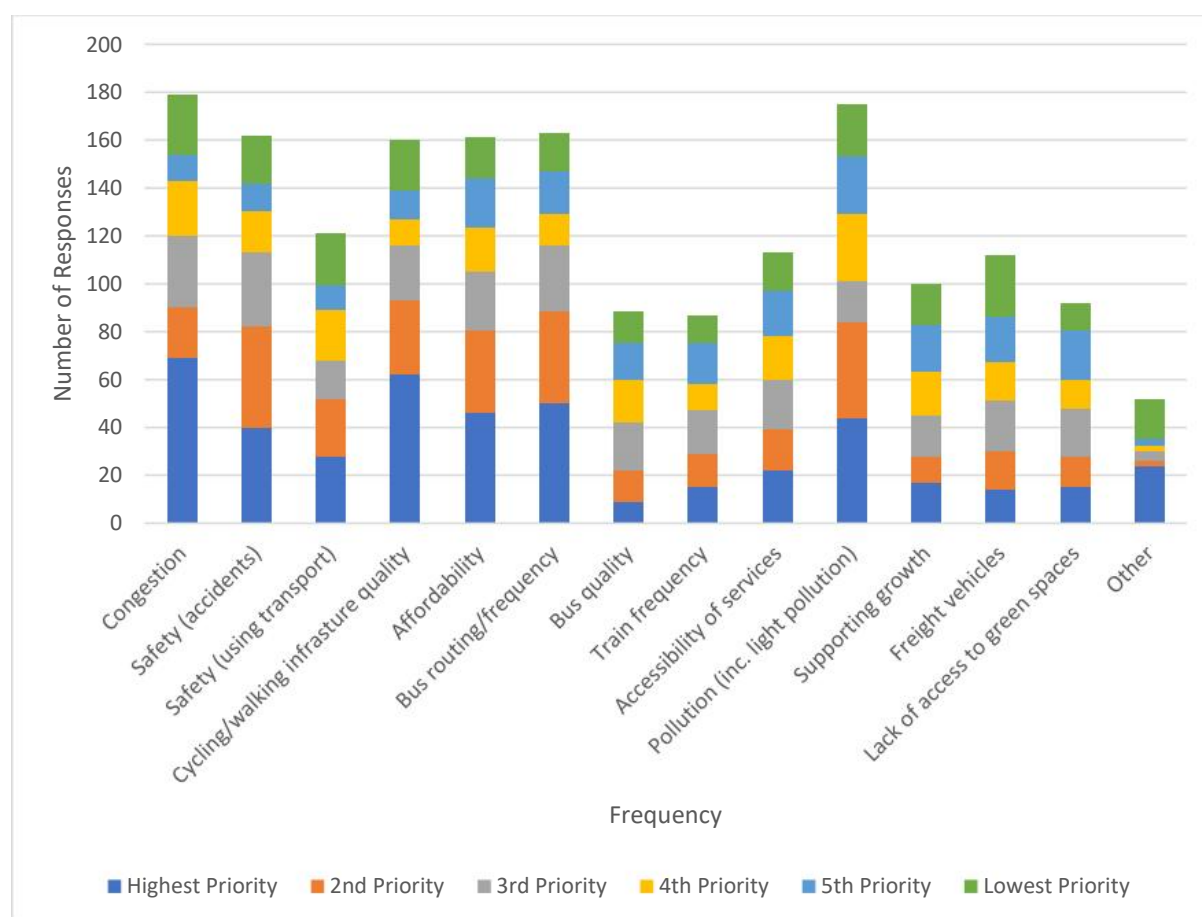
4.1.19 The most frequent comment on the aims and priorities of the LTCP was a desire to see the Combined Authority adopt more ambitious Net Zero targets, which was cited by 61 respondents.

4.1.20 Other topics that individuals felt should be addressed in the aims and priorities of the plan included improving transport infrastructure across the region, ensuring that transport is affordable, improved cycling and pedestrian links, a desire to provide net-zero transport, as well as improving safety on public transport – all of which were cited in at least 30 responses.

Q6: What are the most important transport problems and opportunities in the region?

- 4.1.21 Question 6 asked respondents to rank the most important transport problems and opportunities in any of the six regions of the Combined Authority. The feedback form asked for a maximum of six topics to selected, out of a possible 15 problems / opportunities listed.
- 4.1.22 Respondents were given the opportunity to comment upon six local council areas (Cambridge, South Cambridgeshire, East Cambridgeshire, Fenland, Huntingdonshire and Peterborough), in which respondents could provide their views on as many or as few regions as they'd felt necessary.
- 4.1.23 Therefore, a breakdown of each of the most important transport problems and opportunities for each region, has been summarised below.

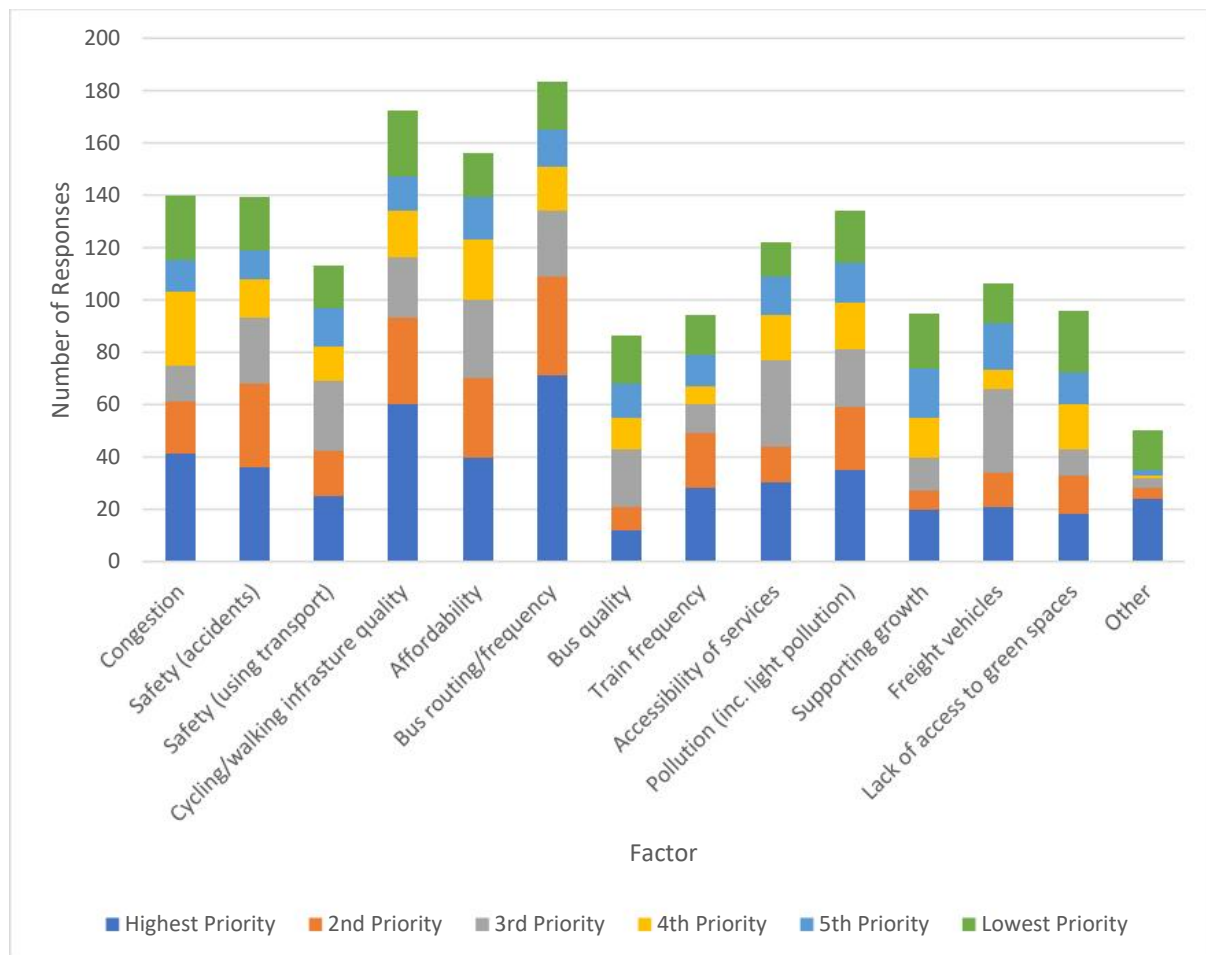
Cambridge



- 4.1.24 Overall, respondents believed that congestion, and improving cycling and walking infrastructure were the biggest problems and opportunities within Cambridge, with 69 and 62 respondents ranking these issues as the highest priority respectively.
- 4.1.25 Other factors, that were selected as the highest priority included improving bus routing and frequency, that was selected by 50 respondents. Other issues that were selected as the highest priority by more than 40 respondents included: pollution, safety relating to accidents, and affordability of public transport within Cambridge.

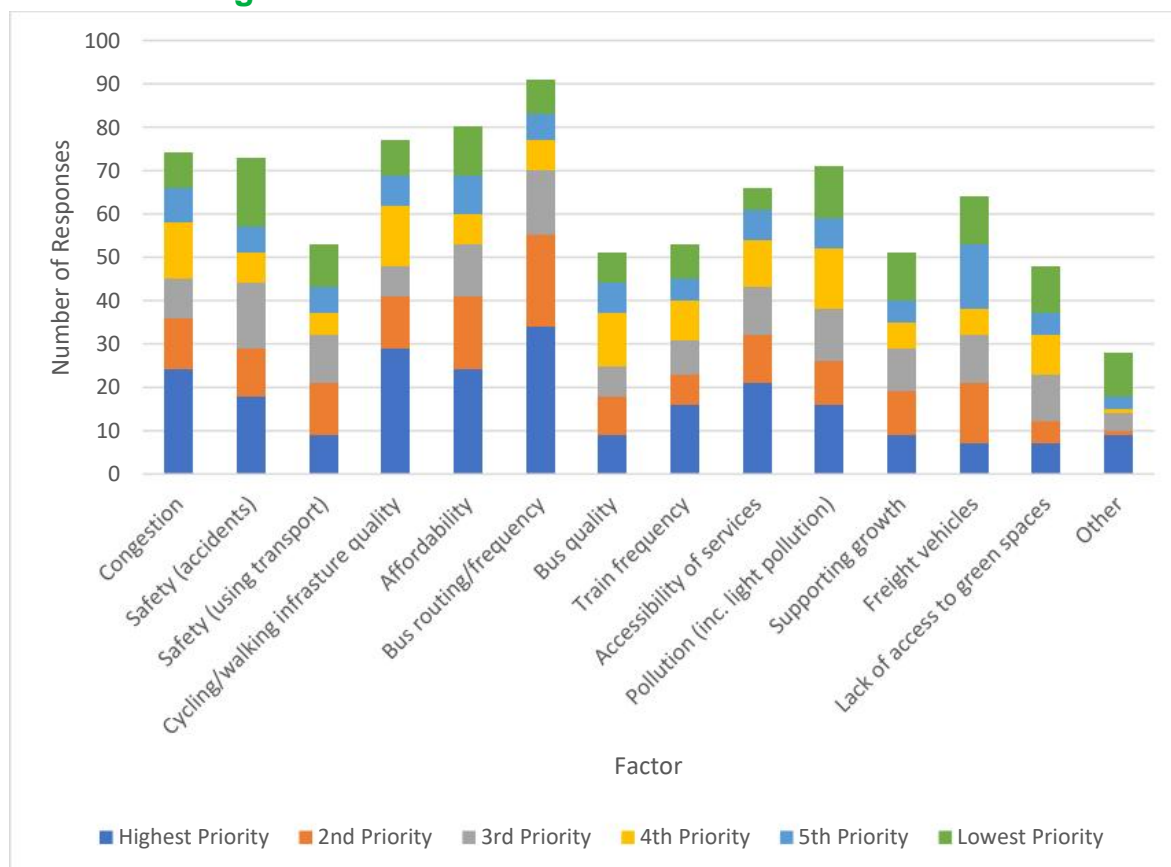
- 4.1.26 Despite receiving fewer 'first preference' votes than other categories, pollution was the second most picked topic overall, just behind congestion.
- 4.1.27 At the other end of the scale, bus quality, freight vehicles, train frequency and lack of access to green spaces were the four topics selected least frequently.

South Cambridgeshire



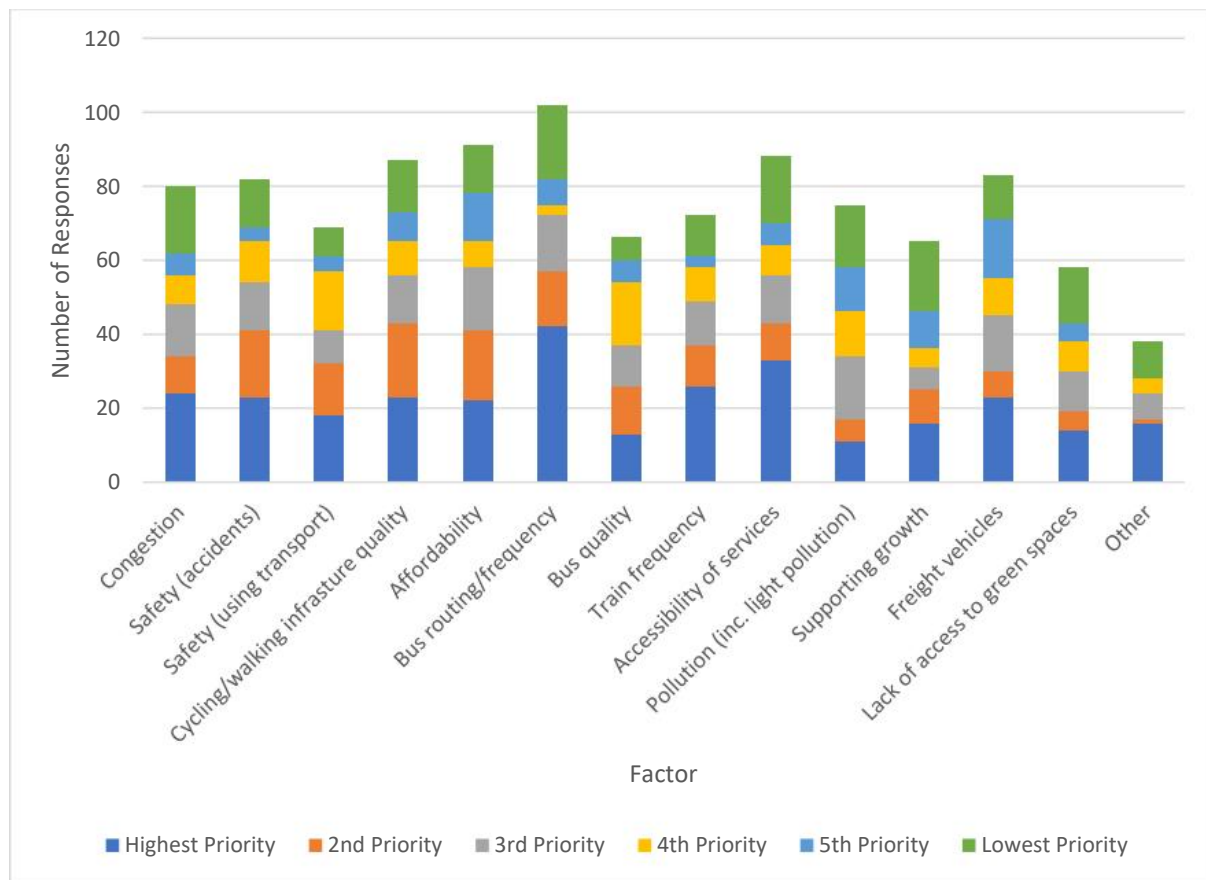
- 4.1.28 As shown in the graph above, bus routeing and frequency was the largest issue/opportunity area for those living, working and travelling in/through South Cambridgeshire, receiving both the largest number of overall votes, and the most-selected top priority with 71 people ranking it as such.
- 4.1.29 Other factors cited as being of high importance related to cycling and walking infrastructure (60), together with congestion and affordability of public transport, that were selected as the highest priority by over 40 respondents.
- 4.1.30 Despite bus routeing and frequency being a top priority, bus quality was considered less of a concern, alongside lack of access to green spaces and supporting growth.

East Cambridgeshire



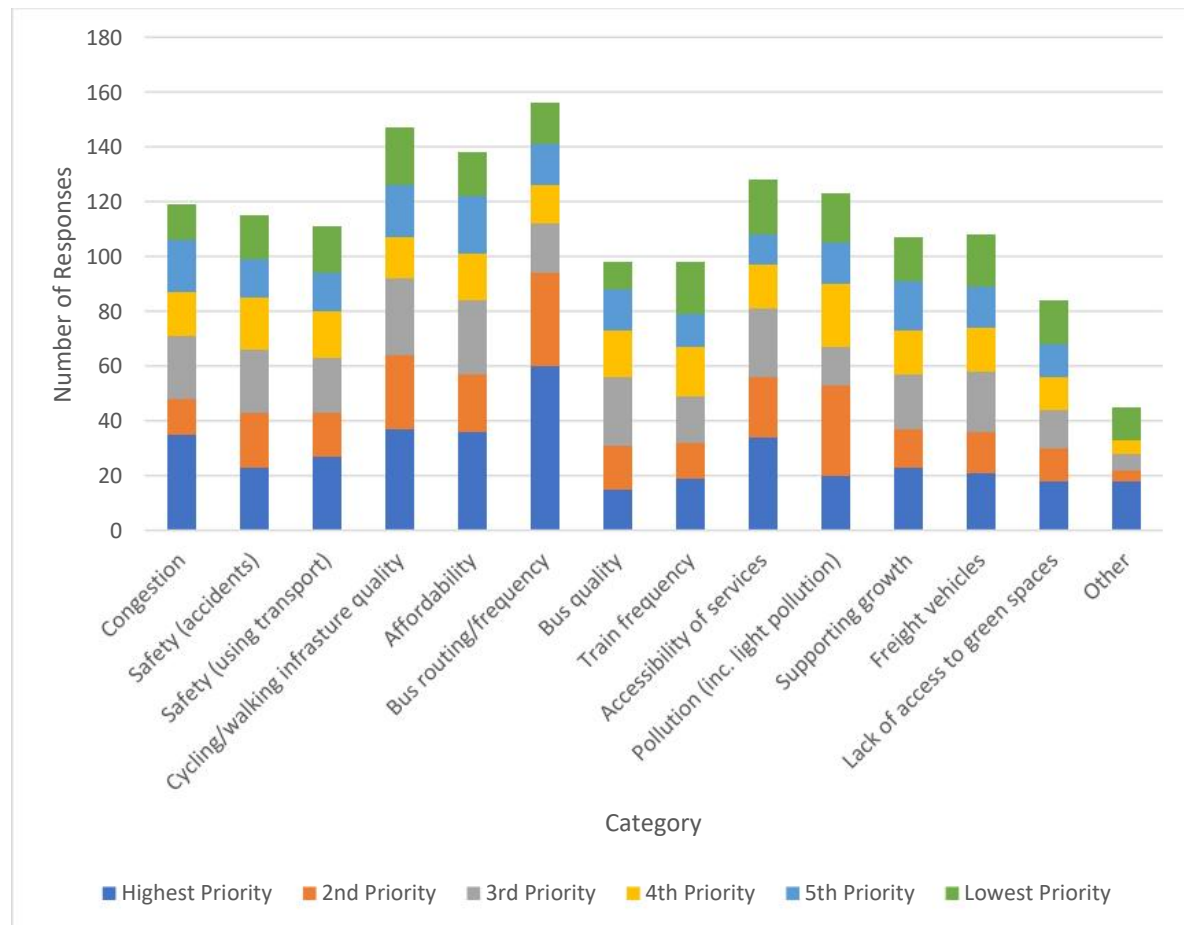
- 4.1.31 In East Cambridgeshire, bus routing/frequency (34), together with cycling and pedestrian infrastructure (29) were the highest rank issues selected by respondents.
- 4.1.32 Other factors that received over 20 votes, included congestion, affordability of public transport, and accessibility of services.
- 4.1.33 Affordability was also the second most selected topic overall, behind bus routing/frequency, despite receiving fewer 'first preference' votes than cycling and pedestrian infrastructure.
- 4.1.34 Lack of green spaces together with freight vehicles was the least-selected option, together with bus quality, which was also among the lower priorities for those travelling in the district.

Fenland



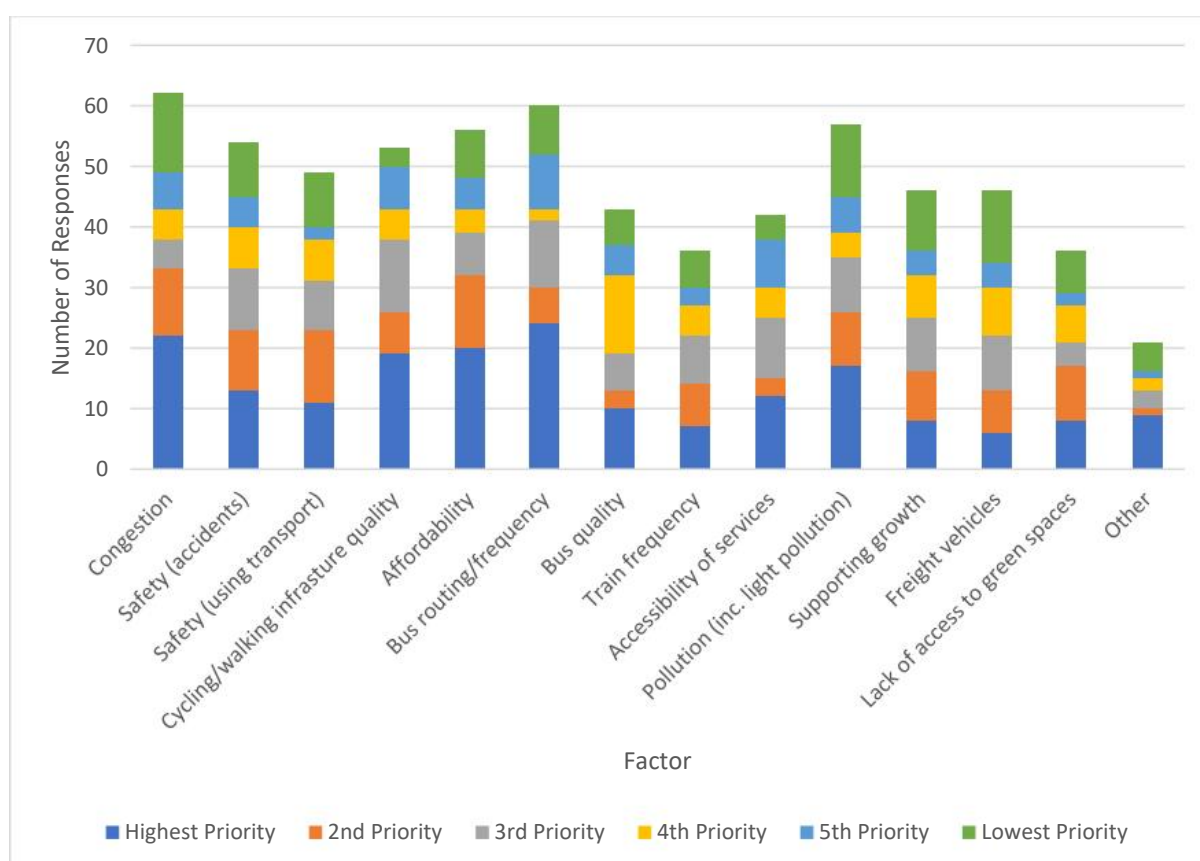
- 4.1.35 102 respondents selected bus routing/frequency as one of their top six priorities, with 42 picking it as their highest priority, making it the most selected issue by both of these metrics.
- 4.1.36 The accessibility of services was selected by 33 respondents as the highest priority, with congestion, improving safety relating to accidents, improving cycling and walking infrastructure, the affordability of public transport, as well as train frequency and freight vehicles, that were all selected as the highest priority by more than 20 respondents.
- 4.1.37 Pollution concerns was chosen to be the 'first preference' by the fewest number of respondents, together with bus quality and lack of access to green spaces.
- 4.1.38 Despite this, pollution was the eighth most selected option overall, receiving a sizeable number of second to sixth 'preference' votes.

Huntingdonshire



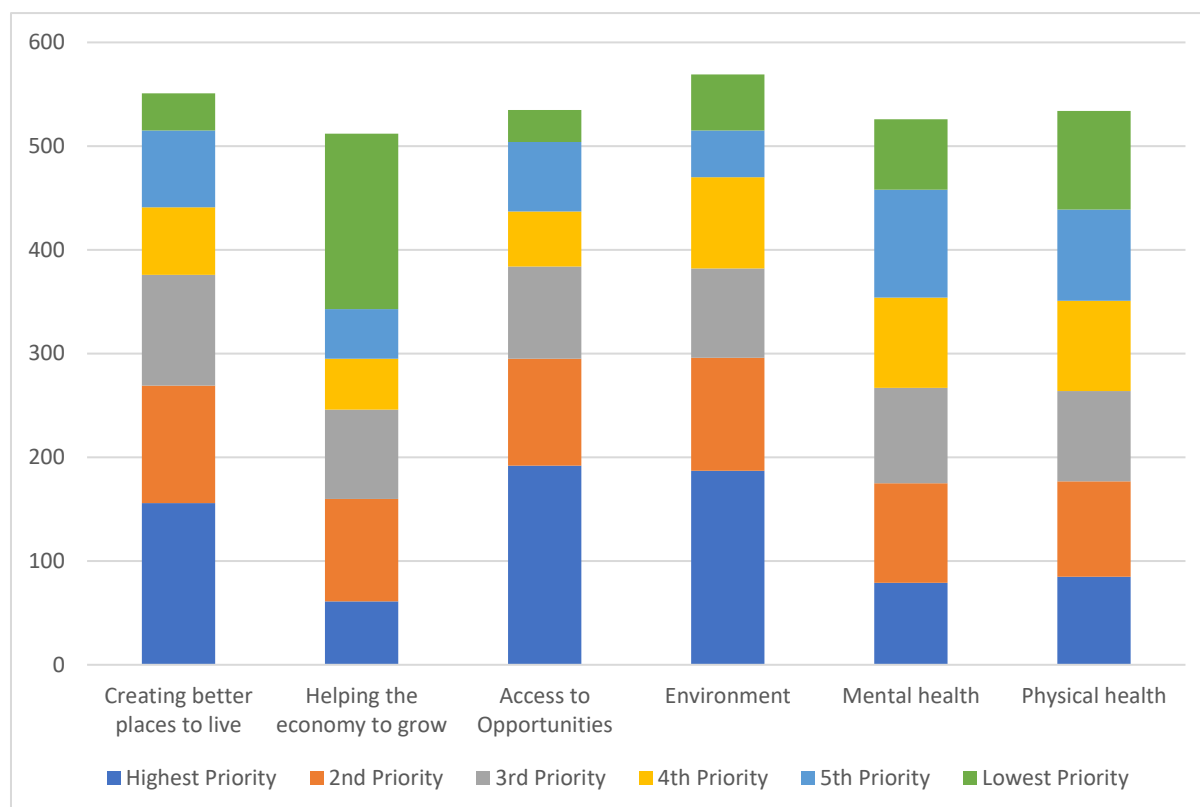
- 4.1.39 As the graph indicates, only two issues (bus quality and train frequency) were selected by less than a hundred respondents overall, with over 100 individuals selecting each of them as a priority for improving transport in Huntingdonshire.
- 4.1.40 The most commonly selected highest priority concerned bus routing and frequency, that was selected by 60 respondents. Other issues that were selected as the highest priority more than 30 times concerned affordability of public transport, congestion, accessibility of services.
- 4.1.41 As per some other regions, bus quality and lack of access to green spaces, were lowest priorities together with train frequency.

Peterborough



- 4.1.42 In line with some of the other regions, bus routing and frequency was the highest rank priority, and was selected by 24 respondents. Other recurring issues included congestion and the affordability of public transport, which were both selected by more than 20 respondents.
- 4.1.43 Whilst still the least frequently selected, lack of access to green spaces was picked by a higher percentage of individuals in Peterborough region compared to other regions.
- 4.1.44 As may be expected given its more urban makeup, congestion was the highest selected issue, despite not being ranked as the highest priority issue overall. Pollution was considered a higher factor than in the more rural regions and was the third most frequently selected category.

Q7: As well moving people around, transport is also important in supporting other positive changes. Please rank the following in order of importance (1 = most important, 6 = least important). You may wish to allocate the same rank to some that you deem equally important.



4.1.45 Question 7 asked respondents to rank the six categories given in order of priority.

4.1.46 Despite being able to select as many or as few options as they wished, most respondents chose to rank all six categories in order of priority, with each one selected by between 569 and 512 times.

4.1.47 Enabling communities & people to access opportunities to improve their life chances was seen as the highest priority by the largest number of people, with 192 selections as the 'highest priority'.

4.1.48 Improving the environment followed closely as the next most selected highest priority with 187 selections, followed by creating better places to live which was chosen by 156 people as their 'highest priority'.

4.1.49 There was then a substantial gap, with helping the economy grow, mental and physical health all selected by between 61-85 respondents as their 'highest priority'. Of these three options, helping the economy to grow was selected as the lowest priority by the most individuals (61), followed by mental health (79) and physical health (85).

4.2 Summary of email and telephone feedback

- 4.2.1 During the public engagement period, a total of five emails were received from local residents, who provided their feedback on the emerging LTCP. The following topics / issues were raised:

Theme	Frequency
Reservations against proposals for the South East Cambridge busway	2
The need to focus on rural areas, to improve rural transport and connectivity	2
Lack of car parking, particularly in city centres	1
Frequency of bus services needs to be improved	1
One respondent queried whether plans for CAM had been dropped	1

- 4.2.2 The project team did not receive any telephone calls from residents who provided their feedback on the LTCP. A handful of calls were received, which comprised general enquires for information or requests for hard copies of the engagement materials to be posted.

5. Summary of Stakeholder Feedback

5.1 Summary of stakeholder feedback

5.1.1 There were 18 long form responses to the engagement process, a summary of the responses can be found in Appendix. The following stakeholders provided feedback:

- East Cambridgeshire District Council
- Lode Parish Council
- Great Shelford Parish Council
- Coton Parish Council
- Ramsey Neighbourhood Trust
- University of Cambridge
- Hunts Waling and Cycling Group
- Rail Future East Anglia
- CPRE
- Cambridge Past, Present & Future
- Cambridge Connect
- Smarter Cambridge Transport
- Marshall Group Properties
- Metalcraft
- Cambridge Ahead
- Freight 21
- Cambridge Green Party
- Trumpington Residents' Association

6. Conclusions & Next Steps

6.1 Public consultation

- 6.1.1 Following the review of all feedback received during the public engagement, the Combined Authority will review all comments received and will use these to inform the development of the revised LTCP.
- 6.1.2 The revised LTCP will be presented at a consultation commencing in January 2022, which will include further details of the plan and demonstrate how feedback received from the initial round of engagement has influenced the plan.

7. Appendices

- Copy of engagement brochure
- Copy of feedback form
- Summary of breakout sessions at the LTCP Breakfast Briefing
- Summary of feedback received from organisations



SHAPE THE FUTURE OF TRANSPORT IN YOUR AREA

Cambridgeshire & Peterborough Local Transport and Connectivity Plan

Welcome

We are developing a plan for better transport in Cambridgeshire & Peterborough and we want your views. However you travel, tell us what matters to you. What you say will make a difference to your transport future.

It's quick and easy to tell us what you think.

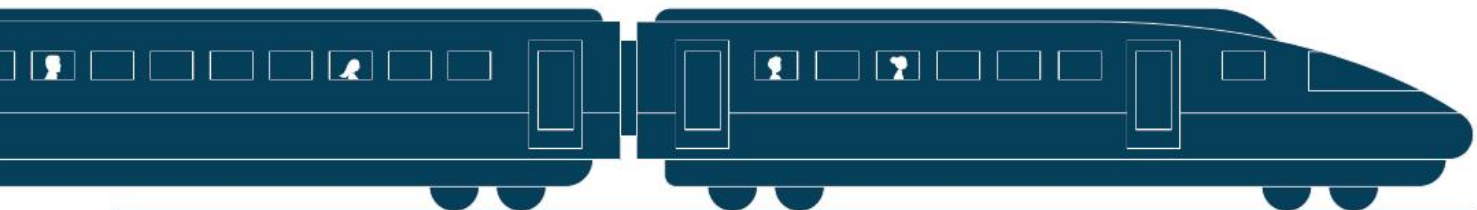
The Local Transport and Connectivity Plan will shape the future of transport in Cambridgeshire and Peterborough. Transport is vital to everyone's lives and that's why it is important people have their say.

Our planning is still at an early stage. We are first asking you what you think about the new transport vision and aims. We want to know about the transport issues in your area.

The Local Transport and Connectivity Plan will guide how this region answers big transport questions, including:

 Cutting carbon emissions	 More cycling and walking	 Reducing pollution	 Transport safety
 Better public transport	 Protecting the environment	 Tackling congestion	 Improving public health
 Sustaining growth	 Moving freight	 Reliable, convenient journeys	 Better digital connectivity

After this chance to have your say, we plan to have a follow-up consultation with the public early in 2022. Then, in Spring 2022, we aim to complete the new Local Transport and Connectivity Plan.



About the Combined Authority

At the Cambridgeshire & Peterborough Combined Authority we work with local councils, the Business Board, local public services, Government departments and agencies, universities and businesses to grow the local and national economy.

As the Local Transport Authority for the region, we are responsible for making sure that people can get around the region as easily as possible. The Local Transport Plan plays a key role in this.

You can discover more about the Combined Authority at www.cambridgeshirepeterborough-ca.gov.uk.

Roles and Responsibilities



Cambridgeshire & Peterborough Combined Authority

The Combined Authority is the Transport Authority accountable for transport planning and public transport in the region. Examples of the Combined Authority's work include the Local Transport and Connectivity Plan (LTCP).



Highways Authorities

The Highways Authority is in charge of maintaining all roads in the region, excluding motorways. Peterborough City Council is the Highways Authority in Peterborough, and Cambridgeshire County Council is the Highways Authority for the remainder of the region.



Greater Cambridge Partnership

The Greater Cambridge Partnership (GCP) are responsible for delivering the majority of the improvements set out in the Local Transport and Connectivity Plan. GCP projects include the Greenways and Cambridge South East Transport (CSET).

Local Authorities*

Local Authorities are the Planning Authorities across the region who have powers to allocate land for development and give planning approval for developments to take place. Examples of work done by Local Authorities include the Local Plans produced by each, such as the Greater Cambridge and East Cambridgeshire Local Plans.

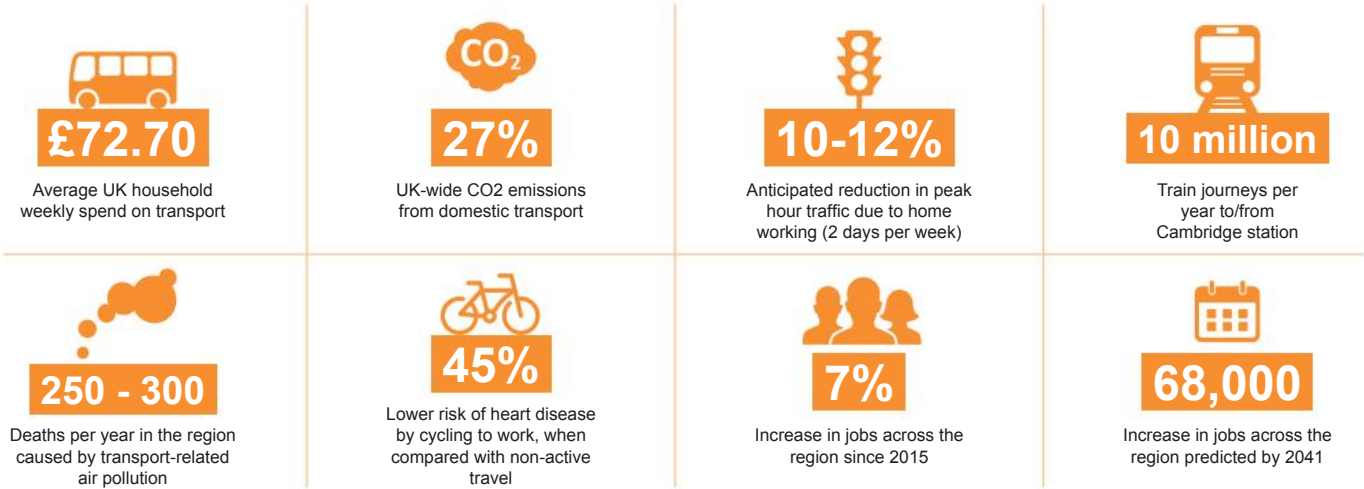
* Peterborough City Council, Fenland District Council, East Cambridgeshire District Council, Huntingdonshire District Council, South Cambridgeshire District Council, Cambridge City Council

What is the LTCP?

The Local Transport and Connectivity Plan (LTCP) is the Combined Authority’s long-term strategy to improve transport in Cambridgeshire & Peterborough.

The region’s transport system affects people’s quality of life and life chances, our environment and our economy. It brings our communities closer together, supports business and connects people to education, retail, leisure and work.

It is therefore essential we have a plan in place make our transport better, faster, safer and more reliable. It must help address the big issues like climate change, inequality, and public health.



Why does the plan need to change?

The Cambridgeshire & Peterborough Combined Authority is required by law to make and maintain a Local Transport Plan for the region.

The first Local Transport Plan was put in place in early 2020. Since then, many changes have taken place which means it needs an overhaul.

We’ve included the word ‘connectivity’ in the name of the plan, because the internet has changed how we travel. For example, many more people work or learn from home. There is more online shopping and more leisure and entertainment is now offered digitally. It all means fewer journeys.

Others use their phones and other devices to buy tickets and check travel information on the go.

A new transport future is needed and that means we need to look again at the Local Transport Plan. Some of those big changes include:

- The election of Mayor Dr Nik Johnson, and his focus on the values of Compassion, Cooperation and Community
- The Cambridgeshire & Peterborough Independent Commission on Climate’s recommendations on how the region can decarbonise
- The Government’s new plans to cut carbon set out in: (a) Decarbonisation of Transport Plan and (b) The Ten Point Plan for a Green Industrial Revolution
- Covid-19 and the long-term effects on how we travel
- The Government’s new national cycling and walking policy
- Government plans to grow the OxCAM Arc – the region between Oxfordshire and Cambridgeshire & Peterborough.

The Local Transport and Connectivity Plan will take account of these changes, first in the form of an overall vision and set of priorities.

How has the draft vision been developed?

As well as the big changes outlined around climate change and the impact of Covid-19, we have used regional data and had discussions with our partners, like our local councils.

As part of the process of setting out the vision, we have collected a range of evidence to identify the current situation, challenges and opportunities where transport will make a difference.

If you would like to read our more detailed evidence base, this can be found on our website at www.yourltcp.co.uk

Other projects and consultations

The Combined Authority is soon to consult on its plans to reform buses in the region, which could mean a new franchised bus system. More information on this will be available in the near future.

The Combined Authority is working with local partners in developing its Local Transport & Connectivity Plan.

The Greater Cambridge Partnership, which has funding from Government to improve transport in and around the city, is consulting on its City Access Strategy. To find out more, visit: <https://www.greatercambridge.org.uk/city-access>

The Greater Cambridge Partnership is also consulting on its Eastern Access transport project. To find out more, visit: <https://www.greatercambridge.org.uk/public-transport-schemes/cambridge-eastern-access>


Cambridge City Council and South Cambridgeshire District Council are both consulting on their joint Local Plan. To find out more, visit <https://consultations.greatercambridgeplanning.org/>



Our Aims & Objectives


The key aims and objectives

Supporting the vision are key aims and objectives which will guide our transport future. Again, we have set out what we think they could be, for your feedback.




Productivity

Giving both employers and people the means to achieve more of their potential, making them more efficient and more innovative to create more prosperity




Connectivity

People and communities are brought closer together, giving more opportunities for work, education, leisure and pleasure




Climate

Successfully and fairly reducing emissions to Net Zero by 2050




Environment

Protecting and improving our green spaces and improving nature with a well-planned and good quality transport network.



Health

Improved health and wellbeing enabled through better connectivity, greater access to healthier journeys and lifestyles and delivering stronger, fairer, more resilient communities.



Safety

To prevent all harm by reducing risk and enabling people to use the transport system with confidence.

Our Vision

What do you think about our vision?

The Local Transport and Connectivity plan needs a central vision to guide transport policies and projects. We have updated the vision to respond to the big changes affecting transport.

We are asking people what they think about the current draft vision and a set of supporting key aims and objectives. What people say will influence what the final vision looks like.

So far we think that the vision for the future of transport in Cambridgeshire & Peterborough should be:

“A transport network which secures a future in which the region and its people can thrive.

It must put improved public health at its core, it must help create a fairer society, it must respond to climate change targets, it must protect our environment and clean up our air, and it must be the backbone of sustainable economic growth in which everyone can prosper.

And it must bring a region of cities, market towns and very rural areas closer together.

It will be achieved by investing in a properly joined-up, net zero carbon transport system, which is high quality, reliable, convenient, affordable, and accessible to everyone. Better, cleaner public transport will reduce private car use, and more cycling and walking will support both healthier lives and a greener region. Comprehensive connectivity, including digital improvements, will support a sustainable future for our region’s nationally important and innovative economy.

”

Our Areas of Focus

To support those key themes, aims and objectives, there are a number of things we can do to improve transport. Some examples are given below. We will look in more detail at some of these as we develop the Local Transport & Connectivity Plan further.

They include:



Active Travel

- Cycle and walking routes
- Public Rights of Way and Bridleways
- Ebikes and escooters
- Interchange with public transport



Public Transport

- Bus strategy
- Rail
- Demand responsive transport
- Park and ride



Air Quality

- Zero emission vehicles
- Green Infrastructure
- Clean air / Zero emission zones



Transport Safety

- Reducing safety risks
- Security and crime



Healthy Places

- Low Traffic Neighbourhoods
- School streets – making the environment around schools safer
- Healthy streets



Innovation

- Micro mobility (e.g. ebikes)
- Autonomous vehicles



Freight

- Road and rail freight
- E-cargo bikes



Digital Connectivity

- Internet (gigabit) expansion
- Home working
- Transport information (public transport times, journey planning, sat nav etc.)



Regional Connectivity

- Cross boundary transport network
- Access to airports
- England’s Economic Heartland
- OxCam Arc



Local Connectivity

- Transport corridors
- Rural transport
- Emerging Local Plans
- Connecting Cambridge



Network Management

- Network Management Policy
- Demand Management – Highways
- Parking management



Key Challenges

The Local Transport and Connectivity Plan will look at big challenges linked to transport. You can share your own views on these in your feedback. Some of the main challenges are:



Public Health

Good transport supports better health for people. The plan will look at ways transport can help make people healthier.

Cutting air pollution with cleaner transport will have huge benefits for people's heart health and breathing. Fewer car journeys, more public transport use and more cycling and walking will all help. Outdoor air pollution is estimated to cost 40,000 lives in the UK every year. Light pollution from artificial lighting is a widespread environmental challenge affecting Cambridgeshire and Peterborough. It can harm public health, the environment and the economy. Light pollution from transport must be reduced as much as possible.

More cycling and walking will make people more active. The UK has growing rates of obesity, heart disease and diabetes. A transport system which makes it easier and safer to walk or cycle to work, shops, schools and other places, will support people leading healthier lives.

Transport that better connects people with friends and family, hobbies, and other leisure also benefits people's mental health and wellbeing. People with dementia can be helped by having a supportive, safe and simple to use transport system.

Access to good jobs or training and education is also important for people's health. There is a clear link between good jobs and health. Transport can help improve public health by making society fairer, connecting people to more job opportunities, training and education.



Climate Change

The plan will guide how Cambridgeshire and Peterborough can cut carbon emissions to net zero by 2050. The Combined Authority is also acting following the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate. Several of those recommendations are to reduce carbon emissions from transport and number of trips made by the private car.

With transport the main cause of greenhouse gases in our region, it is vital that we plan how to reduce emissions successfully and fairly.



Nature and Environment

Protecting and making better our green spaces and improving nature can both be supported with a well-planned and good quality transport network.

Loss of habitats and plant and animal species continues. Without healthy ecosystems, public health also suffers. The Combined Authority wants to increase biodiversity in Cambridgeshire and Peterborough. That means finding ways in which transport can support greater numbers of different types of plants, insects, animals and other life in the region.

We are looking at how 'Green Communities', linked with good, clean transport, can boost nature and allow more people to enjoy the natural environment. More detail on this will follow in the final Local Transport and Connectivity Plan.



Safety

The best transport is also the safest. The plan will look at how we can avoid all harm, damage or loss from using transport of all kinds.

People may be less likely to use public transport or walk or cycle if they don't feel safe and secure. People may not want to take their bicycle to the train station if they think it might be stolen. Safety makes a big difference on people's travel choices.

We already work with partners like the police and fire service to reduce accidents on our roads, but we'll plan to do more.

Crime and fear of crime must also be reduced. That includes issues around personal safety as well as theft. The plan will look at ways to continuously cut crime and help make people feel safer when using transport.



Covid-19

The Covid-19 pandemic saw major changes to how we travel. There was a lot more home working, more online shopping, people kept in touch with family on video calls and more leisure took place online. All this meant less use of cars, buses and trains. High streets were also quieter.

It is not yet clear what the long-term impacts will be. The Local Transport and Connectivity Plan includes the word 'connectivity' to recognise the importance of fast internet.

The plan will aim to adapt to any continuing trends following the pandemic.



Economy and future growth

With more houses planned to be built and a growing economy, transport must keep up. The plan will look at how transport can support future growth.

Current forecasts for Cambridgeshire and Peterborough are for over 68,000 new jobs by 2041. Future growth will mean more people and businesses needing to use our transport network. New, innovative thinking is needed to transform transport to support recent and future growth.

Improving productivity is seen as vital to the economy and creates higher wages. Congestion, slow journeys to work and lack of access to good jobs and education, all harm productivity, holding jobs and the economy back. A well-planned transport network therefore can help make people and the economy more productive.



Connectivity

Cambridgeshire and Peterborough has a mix of cities, market towns and villages. Some parts are better connected with transport than others. Some suffer from lack of good public transport, congested or poor roads, and few cycling and walking options. A particular problem for people in some rural areas is not having access to a car or good public transport. Improving transport in areas which need it most will help make the region fairer and support local economies.

Moving goods and freight around also needs good planning, both in rural and urban places.



Have Your Say

We want your views. However you travel, tell us what matters to you. What you say will make a difference to your transport future.

It's quick and easy to tell us what you think.

The easiest way to provide feedback is via our website at www.yourltcp.co.uk. You can access the website by scanning the QR code below.

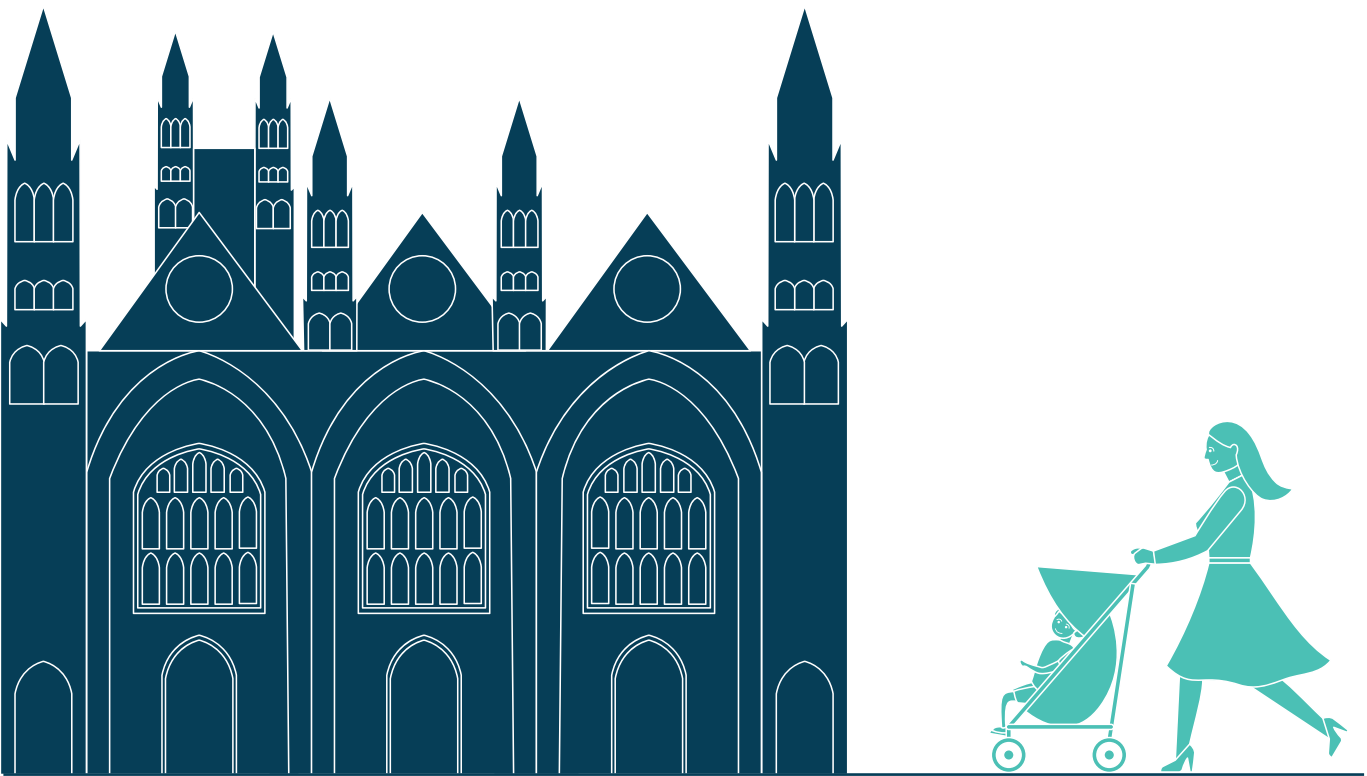


You can also complete a feedback form and post it back to us via our Freepost address (FREEPOST YOUR LTCP).

The deadline for feedback is **Sunday 28 November 2021**.

Know someone without internet access?

If you, or someone you know, does not have internet access and would like a hard copy of the consultation materials posted to their address, please contact the project team on **0808 258 3225** who will be happy to assist.

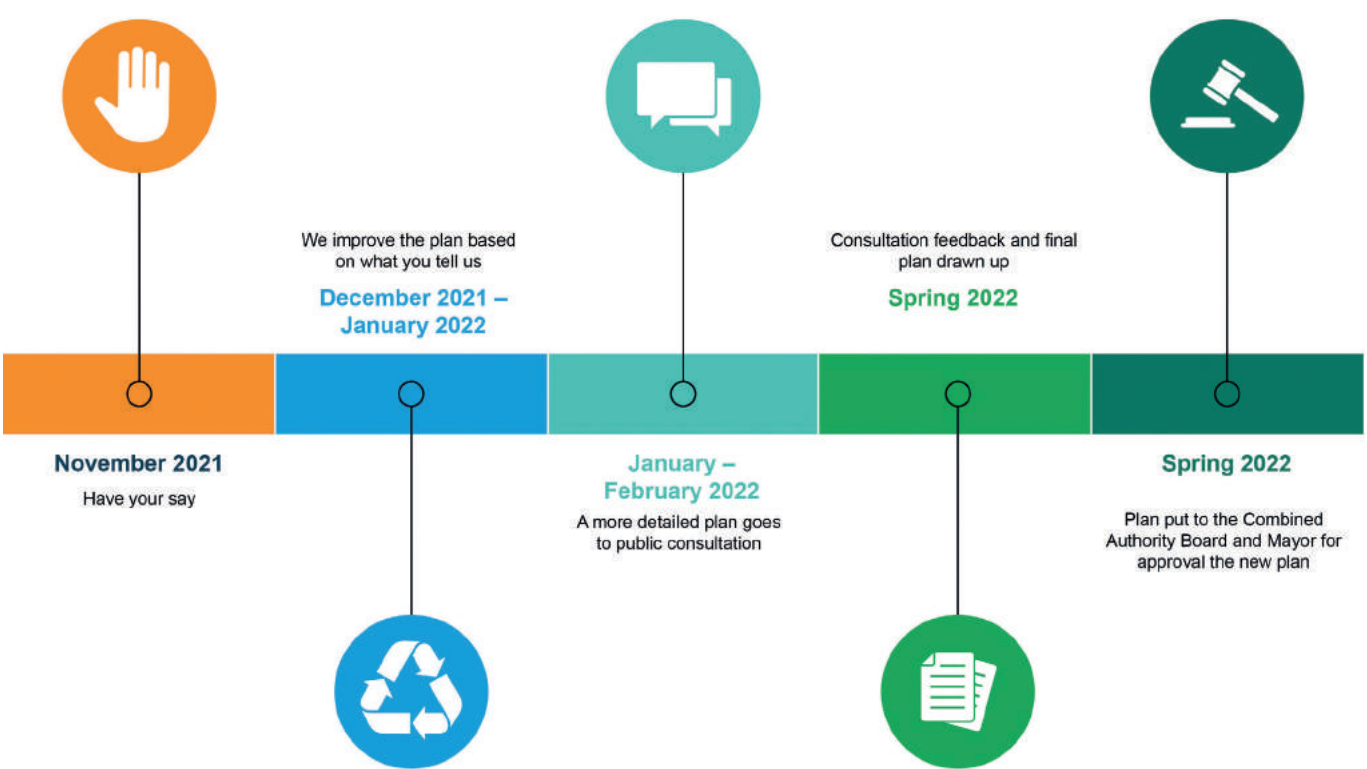


Next Steps

In this four-week period from **Monday 1 November to Sunday 28 November 2021** your views will be used to improve our planning.

We'll then come back again in January to tell you how we have used your feedback. We will then ask you again to have your say on our more detailed plan for transport in a consultation.

Then finally we will produce the Local Transport and Connectivity Plan in Spring 2022.



How we will make the vision a reality

The detail around how we will deliver the vision will be included in the full Local Transport and Connectivity Plan.

The plan will say which policies and specific projects will be required but will all link back to the overall vision and themes.


We also want to know if the plan is working and if it is successful. We propose to measure the Local Transport and Connectivity Plan via:


- Transport emissions
- Biodiversity
- Walking and cycling trips
- Public transport trips
- Number of killed and seriously injured in road traffic accidents
- Physical activity
- Impacts of air pollution
- Jobs and employment
- Economic growth
- Digital network coverage
- Journey times
- Road maintenance condition
- Healthy Streets Check
- Journey time reliability
- Congestion
- Noise, air and light pollution
- Obesity




Contact Us

If you have any questions or require assistance, please contact a member of the team:

 Freephone: **0808 258 3225**

 Email: **contact@yourltcp.co.uk**

 Freepost: **YOUR LTCP**

You can discover more and provide feedback at **www.yourltcp.co.uk**.

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FEEDBACK FORM

Cambridgeshire & Peterborough Local Transport and Connectivity Plan

Autumn 2021

We Want to Hear from You

We want your views. However you travel, tell us what matters to you. What you say will make a difference to your transport future.

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Any Questions?

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 Freephone: **0808 258 3225**

 Email: **contact@yourltcp.co.uk**

 Freepost: **YOUR LTCP**

You can discover more and provide feedback at www.yourltcp.co.uk.

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If you, or someone you know, does not have internet access and would like a hard copy of the consultation materials posted to their address, please contact the project team on **0808 258 3225**.



Privacy Statement

By filling in this form, you are agreeing that BECG can hold and process your personal data in relation to this public engagement exercise. All information is not mandatory unless stated otherwise.

The data we collect about you?:

- First Name (mandatory)
- Surname (mandatory)
- Address
- Postcode (mandatory)
- Email
- Age (by range) (mandatory)
- Gender (male, female, prefer not to say)
- Ethnicity (tick options provided)
- Are you limited by a health problem or disability (yes/no)

How we use your data:

- BECG will only share your personal data with the project team for planning evaluation purposes only.
- Your identifiable, personal data will not be used for any other purposes without your consent.

BECG and the project team will use your data to:

- Send you updates about the project (where you provide us with your contact details).
- Develop an Engagement Report (or similar document) about this public consultation that will be considered by the Combined Authority as part of the ongoing development of the LTCP.

If you provide us with your contact details, we might also contact you to ask more about the comments you've made.

Who we are:

BECG acts on behalf of Cambridgeshire and Peterborough Combined Authority (CPCA) to run public consultation activities.

About You

First Name	Surname
<input type="text"/>	<input type="text"/>
Address	
<input type="text"/>	
Postcode	Email
<input type="text"/>	<input type="text"/>

We hold all personal data in accordance with the retained EU law version of the General Data Protection Regulation (EU) 2016/679 (the "UK GDPR"), as it forms part of the law of England and Wales, Scotland, and Northern Ireland by virtue of section 3 of the European Union (Withdrawal) Act 2018, the Data Protection Act 2018, the Privacy and Electronic Communications Regulations 2003 as amended, and any successor legislation. Your personal data will not be transferred outside of the EU. You can see our full Privacy Statement, Data Protection Policy, Data Retention Policy and find out how to make a Subject Access Request at the following website address becg.com/dp or by contacting us on **01962 893 893** / dataprotection@becg.com.

Equality Monitoring

Age

☐ Under 13 ☐ 13 - 17 ☐ 18 - 24 ☐ 25 - 34 ☐ 35 - 44 ☐ 45 - 54 ☐ 55 - 64 ☐ 65 - 74 ☐ 75 - 84 ☐ 85+

Gender

☐ Male ☐ Female ☐ Non-Binary ☐ Prefer not to say

Ethnicity

☐ English, Scottish, Welsh, Northern☐ Any other Black, African or Caribbean☐ Chinese☐ Any other Mixed of Multiple Ethnicities☐ Any other White background☐ White and Black Caribbean

☐ White and Black African☐ Irish☐ Arab☐ Any other Asian background☐ Indian☐ Pakistani

☐ Bangladeshi☐ White and Asian☐ Gypsy or Irish Traveller☐ Any other Ethic group☐ African☐ Caribbean

Are you limited by a health problem or disability?

☐ Yes ☐ No

A dark blue silhouette of a bus with white outlines. Inside the bus, there are white silhouettes of four passengers: a person sitting in the front, and three people standing towards the back. The bus has two large wheels and a door at the rear.

A dark blue silhouette of a high-speed train with white outlines. It has a long, aerodynamic body with several windows. Inside, there are white silhouettes of passengers sitting. The train has multiple sets of wheels.

4

Have Your Say

1. Do you understand why the vision for transport needs to be updated?

☐ Yes ☐ No

2. How strongly do you believe the updated vision is the right future for transport in the region?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ Don't Know

3. Would you make any changes to the transport vision? If so, what and why?

4. How strongly do you believe the aims and objectives are the right transport priorities?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ Don't Know

5. Do you have anything else to say about the aims and priorities? What have we missed?

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5

6. What are the most important transport problems and opportunities in the region? Please rank the following in order of importance (1 = most important, 6 = least important). You may wish to allocate the same rank to some that you deem equally important. Please only rank a maximum of 6 per location. You do not need to rank every location.

	Huntingdonshire	East Cambridgeshire	Fenland	Peterborough	Cambridge	South Cambridgeshire
Congestion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety, including the risk of being in a collision or accident	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wanting to feel safe when using the transport network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality and amount of the cycling and walking infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality and amount of the cycling and walking infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Affordability of public transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Routing and frequency of buses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of the buses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequency of trains	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficult to access to jobs, education, healthcare and shops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harmful pollution, including carbon emissions and light pollution from transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need to support new housing and economic growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Freight vehicles on the wrong roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of access to green spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:						

7. As well moving people around, transport is also important in supporting other positive changes. Please rank the following in order of importance (1 = most important, 6 = least important). You may wish to allocate the same rank to some that you deem equally important.

Creating better places to live	<input type="checkbox"/>
Helping the economy to grow	<input type="checkbox"/>
Enabling communities / people to access opportunities to improve their life chances	<input type="checkbox"/>
Environment	<input type="checkbox"/>
Mental health	<input type="checkbox"/>
Physical health	<input type="checkbox"/>

Thank you for your comments. These will be analysed and used to make the full Local Transport and Connectivity Plan. You can have your say again when we consult early in 2022.



Summary of breakout sessions at the LTCP Breakfast Briefing

Challenges

Key themes discussed:

- Carbon and environmental sustainability
- Delivering transport in a post pandemic world
- The need to reflect hybrid working together with physical and digital connectivity
- Integrating transport across a geographically diverse region
- Levelling up and uneven access to transport
- Factoring in the housing agenda
- More than one size fits all – travel to work; travel to learn; travel for health and travel for leisure
- The need to connect to Market towns, not just Cambridge
- The need to connect employment centres
- Quick wins vs long term transformational investment
- The challenge of delivery
- Active travel (incorporating health in transport)
- Gaining buy in for the LTCP to give it legitimacy.

Opportunities

Key themes discussed:

- Linking the plan to net zero ambitions, the green economy and decarbonisation and the potential for related jobs and skills opportunities around greener transport.
- Providing a robust, flexible and reliable transport system that connects communities, facilitates growth and allows cross-border connectivity.
- Grasping and linking with the skills agenda, providing access to training and enhancing productivity.
- Bringing homes, jobs and growth to the region.
- Using technology and improved data to facilitate infrastructure and improve planning and decision making.
- Encouraging investment in the region from government and business, and capturing what the key 'hooks and levers' are which will make the strongest case possible for that investment.
- Decentralisation of the economy, spreading prosperity further across the region, not just in the city.
- The importance of quality of life, and that now more than ever, there is a focus on this as a key outcome and a key reason why places have good economies.
- A joined-up vision that links with the GCP.

Summary of Summary of feedback received from organisations

Organisation	Summary of response
Local Authorities	
East Cambridgeshire District Council	<p>East Cambridgeshire District Council (ECDC) expressed support for the vision, aims and objectives presented in the LTCP as they align with work they are already undertaking.</p> <p>They did, however, query what the vision for transport in the region looks like in the short, medium and long term, and what the LTCP's major transport schemes are, given that CAM is not progressing.</p> <p>The Council identified several key transport problems and opportunities in East Cambridgeshire that they would like to see included within the LTCP. They also outlined several types of schemes that should be included across the board, from active travel to developing infrastructure for green vehicles.</p>
Parish Councils	
Lode Parish Council	<p>Lode PC highlighted the importance of an 'efficient, affordable and reliable bus service, that will take passengers to a hub at the Newmarket Road Park and Ride site from which they will then be able to travel to key parts of the city'. They also suggested that a significant issue at present is that buses in the area are expensive, inadequate, unreliable, infrequent and do not run on Sundays.</p> <p>In addition, the PC acknowledged that there will be an improvement in cycle and footpaths but raised concerns that this may not help elderly or disabled people given the rural location of Lode within the region.</p>
Great Shelford Parish Council	<p>Great Shelford PC's response outlined their objection to the current plans for Cambridge Southeast Transport (CSET) on the grounds that it is costly, environmentally damaging and does not provide the best outcomes for residents or communities.</p> <p>The PC raised concerns that the current proposal for CSET was influenced by transport factors that have now changed and that it was designed to be compliant with the CAM. Instead, the PC recommended a busway alongside the A1307 as a suitable alternative to the current CSET proposal.</p>
Coton Parish Council	<p>Coton PC advised that they support the principle of the LTCP and highlighted 'an urgent need to improve public transport.'</p> <p>The PC further stated that 'Interconnecting green energy buses and travel hubs should, if properly implemented, improve connectivity for rural communities without detriment to the environment.'</p> <p>Coton PC identified a need, nearer to Cambridge, for an emphasis on preserving green spaces and value for money, while outlining their concerns about the off-road Cambourne to Cambridge busway scheme promoted by the GCP.</p>
Neighbourhood Forums/community organisations	
Ramsey Neighbourhood Trust	<p>In response to the consultation, Ramsey Neighbourhood Trust referred the LTCP consultation to several documents that they had commissioned (The Campaign for Better Transport 2018, Ramsey Prospectus for Growth, and the 10-year Big Local Programme) and their contribution to a focus group on this topic in 2019, advising that they outline RNT's argument for why better transport connections and access is required in Ramsey.</p>
Trumpington Residents' Association	<p>Trumpington RA understood why the vision for transport should be updated and mostly agreed that the updated vision is the right future for transport in the region. They did, however, suggest that the LTCP should not simply 'support economic growth but take a more refined approach' to growth in which growth is supported by transport investment.</p>

	On the aims and objectives of the Plan, the RA advised that they mostly agreed with these but argued that a judgement on their likely benefit could not be made until the detail is provided.
Educational	
University of Cambridge	<p>The University expressed support for the approach, aims and objectives proposed for the LTCP.</p> <p>The University suggested that the vision should clearly state a partnership approach to planning (not just transport planning) across the region – including within the GCP – and recommended two key areas where the vision could be enhanced: integrated transport networks/systems and affordability of mobility, access and inclusion.</p> <p>They also advised that the LTCP needs to recognise that ‘one size doesn’t fit all and that all cities will have different needs to our rural communities’.</p> <p>Furthermore, they state that the Greater Cambridge region needs a solution that supports collaboration/innovation between districts, reflects the need to move and connect throughout the day and night and is truly streamlined, connecting all schemes as one system.</p>
Special interest groups	
Hunts Walking and Cycling Group	Hunts Walking and Cycling Group welcomed the refresh of the transport plan and said that they generally support the themes and priorities of the proposed LTCP, but suggested that the Plan is not ‘sufficiently ambitious in relation to meaningful increase of active travel and of use of public transport’.
Rail Future East Anglia	Rail Future made several recommendations for small language and presentational changes within the LTCP document and outlined the importance of multi-modal travel, suggesting that a new section to the Plan should be added which outlines the multi-modal strategy.
CPRE	<p>CPRE welcomed the Combined Authority initiative to review the LTCP and expressed support for all the objectives except for one: sustainable economic growth. They recommended that the Combined Authority takes full control of the planning and delivery of transport in the county and removes responsibilities from other bodies, particularly in Cambridge.</p> <p>CPRE identified that their top priority for the LTCP would be the delivery of an ‘integrated plan which provides the least climate change effects and an affordable, frequent, safe and comfortable public service’.</p>
Cambridge Past, Present and Future	<p>Cambridge Past, Present and Future requested several changes to the vision for the LTCP, including clarity on the use of the word ‘environment’ and where the LTCP sits within a national policy context: a bold and ambitious vision on the inclusion of de-carbonisation and net zero carbon future; and the inclusion of a 20% net increase in biodiversity from transport infrastructure.</p> <p>They suggested that two further aims should be reflected in the LTCP: an emphasis on heritage and landscape, and reducing the need to travel by improving digital connectivity.</p>
Cambridge Connect	<p>Cambridge Connect highlighted the need for an integrated transport strategy that addresses ‘the pressures of growth and climate change, and helps secure the health, welfare and environment and the economy for present and future generations.’</p> <p>Their response focused on their proposed light rail strategy for the greater Cambridge Area.</p>
Smarter Cambridge Transport	Smarter Cambridge Transport commented that important concepts within the proposed LTCP were ‘obfuscated with jargon’. They advised that the LTCP must: be uncompromising in its commitment to decarbonise local transport; channel demand to public, shared and active transport; shape and channel how

	<p>economic growth drives change to deliver outcomes; and be structured in a succinct way that clearly articulates 'the trade-offs that people need to consider'.</p> <p>SCT suggested that the success of the LTCP should be measured using metrics on at least an annual basis. They also recommended several schemes that they would like to see included within the revised Plan and provided comments on the existing LTCP.</p>
Business and Business Representative Groups	
Marshall Group Properties	Marshall Group outlined their support for the early aims of the LTCP, and the engagement they have had to date. The Group highlighted that the early aims align with their vision for the Cambridge East site that they are currently promoting and suggested that their site could 'play a hugely significant role in developing a truly transformational set of connections for the region which can link the already delivered, or committed, GCP schemes to one another'.
Metalcraft	<p>Metalcraft welcomed the review of local transport and outlined the importance of transport links and connectivity for their business.</p> <p>Metalcraft summarised the approach that their business is taking to provide the opportunity for local people to access vocational training through the development of a specialist business park in Chatteris. They suggested that the concept of a local market town developing specialist business parks could be 'pivotal' in reducing congestion in the North Cambridgeshire Fens and that rapid transport for the towns could be provided via light rail/tram on disused railway lines.</p>
Cambridge Ahead	<p>Cambridge Ahead welcomed the priorities put forward for the LTCP and made several proposals for consideration:</p> <ul style="list-style-type: none"> • Including quality of life as an overarching aim of the LTCP • Greater Cambridge needs a transport system that allows it to compete with global levels of connectivity • The LTCP should go further to understand and respond to the changes underway in how people travel and connect in the post-pandemic era • The LTCP should go further to consider how transport in Cambridgeshire and Peterborough can be integrated to work seamlessly both in terms of physical and virtual integration • An explicit consideration of the LTCP should be that innovative local funding mechanisms will be required to deliver the ambitions of the Plan • A clear objective should be to reduce inequalities by connecting people with areas where jobs are being created • The LTCP should make a compelling case to National Government to argue for further devolved resources • The success of the LTCP relies on integration across the wider system – from master planning to energy supply.
Freight 21	<p>Freight 21 would like to see freight included as a significant part of the 'transport mix' and advised that to do this the region's rail infrastructure would need to be designed to consider freight containers and other heavy materials.</p> <p>Freight 21 suggested that by creating a high-speed trunk line and using light rail to link with multi-modal freight passenger main lines, there will be an opportunity to remove long and medium haul freight trucks from the roads around Cambridge.</p>
Others	
Cambridge Green Party	<p>Cambridge Green Party explained that they only 'slightly agree' that the updated vision is the right future for transport in the region for two reasons:</p> <ul style="list-style-type: none"> • They do not agree with the premise that the LTCP should be based on sustainable economic growth • They consider that the vision lacks the necessary ambition for the LTCP to address climate change in the necessary time scale

	<p>The Party advised that they would not be commenting on the aims and objectives as they think a revision to the underlying principles of the vision is needed. They did, however, outline several areas that they believe should be key priorities of the LTCP, including transport that is accessible to those on low incomes and does not damage the environment or lead to loss of biodiversity.</p>
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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.2

Fengate Access Study

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Rowland Potter, Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2021/067
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the drawdown of £150,000 to complete the Full Business Case stage of the project.b) Approve the slippage of the remaining in-year subject to approval budget and note the need for a further reprofile exercise once the revised project timeframe is established in January.
Voting arrangements:	<p>A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members</p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

1. Purpose

- 1.1 The Board is invited to approve the drawdown of £150,000 to finish the Fengate Access Study Full Business Case stage and reprofile the remaining subject to approval funds across future years.
- 1.2 These proposals were considered by the Transport and Infrastructure Committee on 12 January 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The Committee report and appendices can be viewed via the link below. Item 2.1 refers:
[Transport and Infrastructure Committee - 12 January 2022](#)

2. Considerations

- 2.1 None

3. Appendices

- 3.1 None

4. Background Papers

- 4.1 [Combined Authority Board report 25 November 2020 - Fengate Phase 1 SOBC](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.3

Fengate Phase 2 University of Peterborough Access

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Rowland Potter, Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2021/031
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the University of Peterborough Access Study Package Assessment Report – Outline Business Case Phase 1.b) Approve the drawdown of £1.8m in respect of the costs associated with the Outline Business Case Phase 2, and to conclude a Grant Funding Agreement with Peterborough City Council on terms approved by the Head of Transport and Chief Legal Officer/ Monitoring Officer.c) Approve the submission of the updated application at Appendix 2 to the Department of Transport's Major Route Network Programme fund.
Voting arrangements:	<p>Recommendations a) and c): A simple majority of all Members present and voting.</p> <p>Recommendation b) requires a vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by</p>

Cambridgeshire County Council or Peterborough City Council, or their Substitute Members.

Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.

1. Purpose

- 1.1 The Board's approval is sought to proceed with a reprofile of current subject to approval funds as set out below, with a reimbursement of funds to the Medium Term Financial Plan (MTFP) subject to Department for Transport (DfT) funding from the Major Road Network application.

Package 2	2022/23	2023/24	TOTAL
Funding sought from DfT	£894,922	£298,308	£1,193,230
Local funding	£477,462	£149,154	£596,615
TOTAL	£1,342,384	£447,462	£1,789,846

- 1.2 Approval is also sought to submit the updated application to the DfT's Major Route Network Programme fund for funding support to the Outline Business Case.
- 1.3 These recommendations were considered by the Transport and Infrastructure Committee on 12 January 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.4 The Committee report and appendices can be viewed via the link below. Item 2.2 refers:

[Transport and Infrastructure Committee 12 January 2022](#)

2. Considerations

- 2.1 None

3. Appendices

- 3.1 Appendix 1 - Package Assessment Report – OBC Phase 1
- 3.2 Appendix 2 – Updated Application Form

4. Background Papers

- 4.1 [Combined Authority Board report 24.03.21 - Fengate Phase 2 University Access](#)



University Access Study

Package Assessment Report

Document Control

Job Number: 5080924						
Document ref: University Access Study Package Assessment Report					Authorisation	
Rev	Purpose	Originated	Checked	Reviewed	Milestone	Date
1.0	First Draft	JB / SP	RMJ	JB	RMJ	1.11.21

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Appendix A: Concept Design Drawings for Package 1 and Package 2

Appendix B: Environmental Assessment Report

1. Introduction

1.1 Background

- 1.1.1 The purpose of the University Access Study is to identify transport improvements that can address existing and future issues of congestion and severance associated with accessing the Embankment Area, and the east of Peterborough City Centre.
- 1.1.2 The University Access Study focuses on the transport network which provides access to the Embankment Area, including Junction 5 of the A1139 Frank Perkins Parkway and the surrounding highway network including Bishop's Road, Vineyard Road and Boongate. It also considers the southern part of Fengate including the Boongate / Fengate Junction which also connects the Embankment Area to Fengate.
- 1.1.3 The routes included within the study area all connect the City Centre with the A1139 Frank Perkins Parkway via Junction 5. The routes are sensitive to local traffic conditions, and if one route is experiencing high levels of congestion and delay, vehicles will use the alternative route to Junction 5.
- 1.1.4 Figure 1.1 shows a plan of the study area.

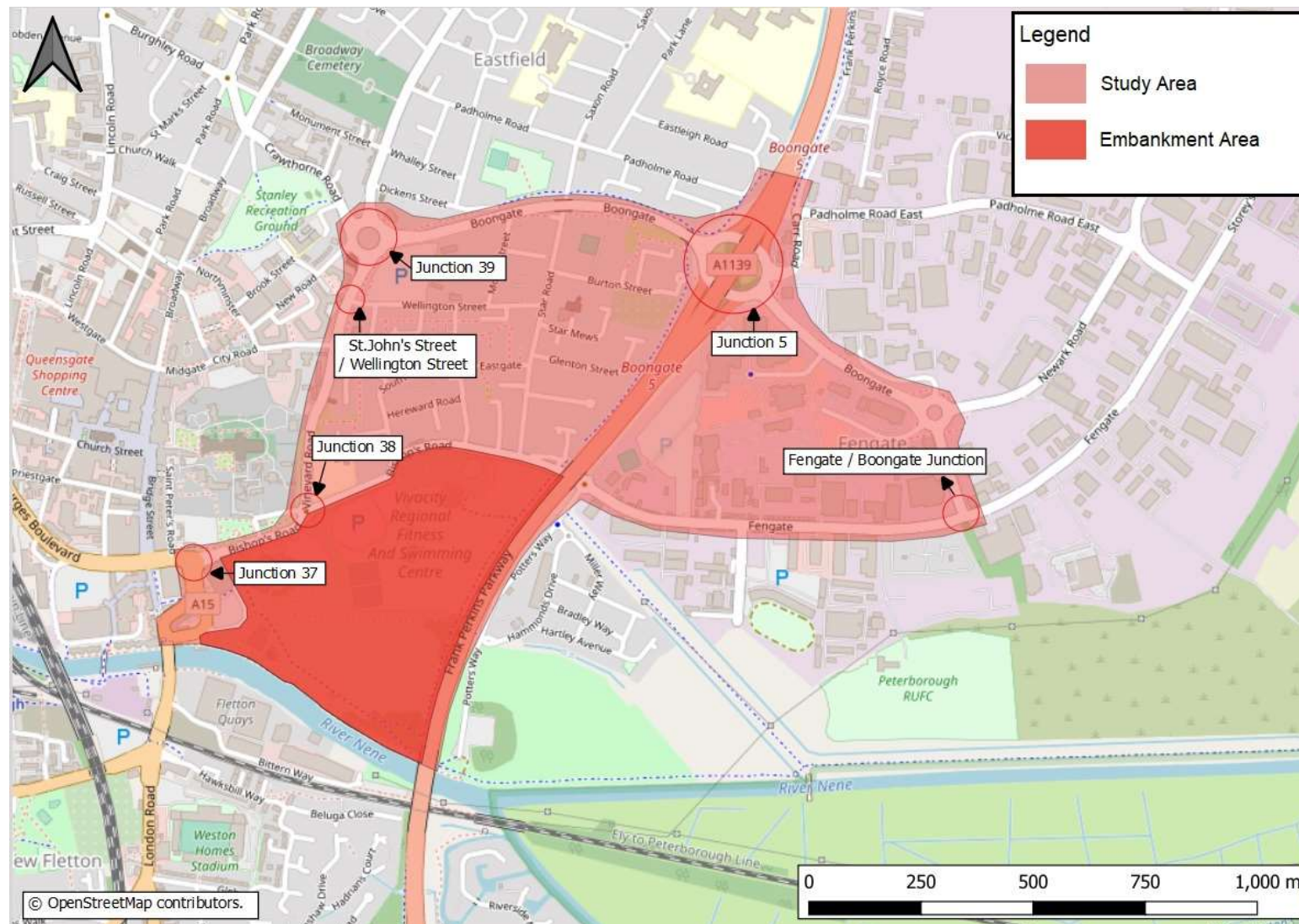


Figure 1.1: University Access Study Area

- 1.1.5 The City Centre is entering a new and exciting phase in its development, a phase that will deliver significant levels of growth, and the Embankment Area is identified as an opportunity area by Peterborough City Council, and includes proposals for a new University of Peterborough (referred to as ARU Peterborough from hereon), as well as supporting infrastructure such as the Fletton Quays Footbridge, a new pedestrian and cycle bridge connecting Fletton Quays to the Embankment Area.
- 1.1.6 Evidence of existing and future conditions at key junctions within the study area have demonstrated congestion and delay during the peak hours, and these are forecast to get worse with the proposed growth if no improvements are made.
- 1.1.7 The scheme has a number of primary and secondary objectives. The primary objectives are:
- Tackle congestion and reduce delay: Tackle congestion at key pinch points across the study area and reduce delay on routes to the Embankment Area
 - Support Peterborough's Growth Agenda and facilitate the development of the Embankment Area including ARU Peterborough: Ensure the planned University development and other growth aspirations at the site can be accommodated within the highway network.
- 1.1.8 The secondary objectives include:
- Positively impact traffic conditions on the wider network: Positively impact the performance of local routes impacted by the traffic and congestion in and around the study area
 - Improve Road Safety: Reduce personal injury accidents and improve personal security amongst all travellers
 - Limit impact on the local environment and enhance biodiversity: Mitigate any adverse impact of a scheme and enhance biodiversity net gain within the study area.

1.2 Wider Context

- 1.2.1 There are a number of external influences which have an impact on this project, and the identification of a preferred option. These are discussed in turn below.

ARU Peterborough

- 1.2.2 ARU Peterborough will deliver an independent, campus-based university of 8,000 students and 1,250 staff located at the heart of the city by 2035. The new University will be fast-growing from 2022 to 2028 (with phased infrastructure)¹:

- Phase 1: a first university building in Peterborough City Centre from September 2022 with capacity for around 4,000 students
- Phase 2: R&D, innovation, and incubator expansion. This will centre on Advanced Manufacturing and Materials Research for educational research and development.
- Phase 3: growth from 2025 up to around 6,500 students on roll by 2030. It comprises two further teaching focussed buildings, opening in 2025 and 2028, with an associated student union building and infrastructure works to open in 2025.

- 1.2.3 Phase 1 of the university received planning permission in November 2020 and will be built upon the existing Wirrina car park. A ground-breaking ceremony was held on the 8th of December 2020, with Phase 1 of ARU Peterborough is expected to open in September 2022. The Phase 2 Planning Application received permission in June 2021, and the Phase 3 application is expected in Autumn 2021. Development of the highway schemes is needed to provide the highway capacity for growth, which is already underway, within this area of the City Centre.

¹ <https://cambridgeshirepeterborough-ca.gov.uk/assets/Growth-Funds/2020.09.22-CSR-University-for-Peterborough-phase-3-final.pdf>

Embankment Regeneration

- 1.2.4 The Embankment Area is predominantly open space facilitating social, recreational, leisure and cultural uses, but is supported by the inclusion of the Key Theatre, the Grade II listed Lido Outdoor Swimming Pool and the Regional Fitness and Swimming Centre as well as the Peterborough Athletics Track. In addition, there are several large surface car parks along Bishop's Road. However, the space is currently significantly underutilised, hence the need for regeneration.
- 1.2.5 An Embankment Masterplan is being prepared by Peterborough City Council and is expected to be completed by May 2022. This masterplan will inform the redevelopment that will take place on the Embankment as well as address the need for walking and cycling connection into and out of the site as well as within the site itself. This will include an improved frontage on the River Nene making it an attractive place for residents, worker, visitors to spend time.
- 1.2.6 Peterborough United Football Club have also expressed an interest in relocating the Peterborough United Football Stadium to the Embankment from their current location on London Road.

City Centre Transport Vision

- 1.2.7 To complement the City Centre development aspirations, a City Centre Transport Vision was prepared to guide future planning policy and provide an ambitious vision that can provide consistency to future development and growth within the City Centre. The vision embraces emerging technologies and a shift in travel behaviour. This includes the delivery of multi-functional transport hubs on the periphery of the city centre, providing the vast majority of City Centre car parking (private and public), and transition points for goods and deliveries destined for the City Centre.

1.3 Strategic Outline Business Case

- 1.3.1 The University Access Study Strategic Outline Business Case (SOBC) was submitted in December 2020 and made a strong strategic and economic case for improvements in the University Access study area.
- 1.3.2 Two packages of schemes were identified to add capacity to the highway network and address the existing problems of peak hour congestion and delay at key junctions within the study area. Additionally, they will help facilitate development at the Embankment Area and across the wider City Centre area by reducing severance.
- 1.3.3 The key difference between the two packages of schemes is that Package 1 provides a new northbound off-slip (Junction 4a) between A1139 Frank Perkins Parkway and Bishops Road. Package 2 includes the dualling of Boongate between Junction 5 (A1139 Frank Perkins Parkway / Boongate) and Junction 39 (Crawthorne Road / Eastfield Road / Boongate / St John's Street / New Road)

1.3.4 Package 1 included the following improvements in the SOBC:

- New northbound off-slip linking the A1139 Frank Perkins Parkway with Bishop's Road (Junction 4a)
- Junction 38 – 40m flare extension on Bishop's Road East
- Junction 5 – signalisation of the A1139 Frank Perkins Parkway southbound off-slip
- Boongate / Fengate Junction – 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East
- St John's Street / Wellington Street – creation of a roundabout.

1.3.5 Figure 1.2 shows a plan of the proposed improvements which form Package 1.

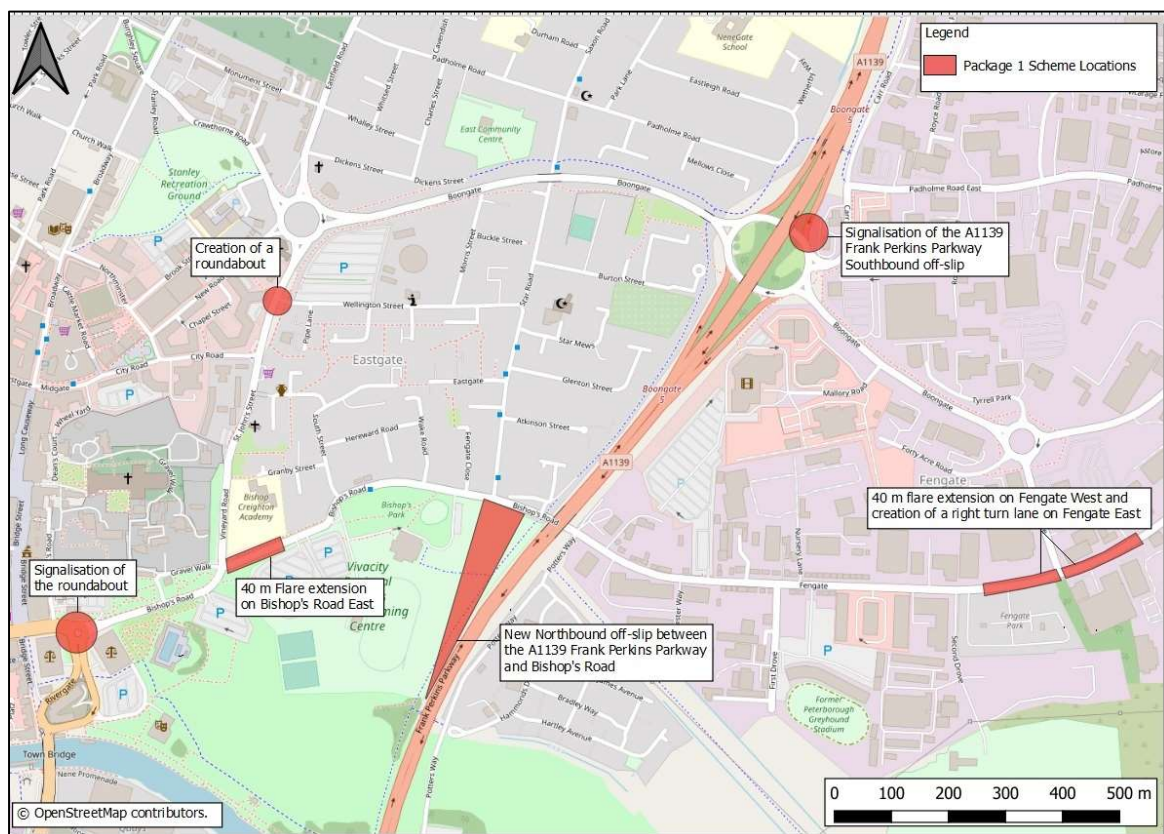


Figure 1.2: Package 1 Improvements

1.3.6 Package 2 contained the following improvements in the SOBC:

- Boongate West – dualling between Junction 5 and Junction 39
- Junction 5 – signalisation of A1139 Frank Perkins Parkway northbound and southbound off-slips, extension of the northbound off-slip left turn flare by approximately 20m, and provision of a left dedicated lane from the A1139 Frank Perkins Parkway northbound off-slip to Boongate West
- Junction 38 – 40m flare extension to Bishop's Road East
- Boongate / Fengate Junction – 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East
- St John's Street / Wellington Street – Creation of a roundabout.

1.3.7 Figure 1.3 shows a plan of the proposed improvements in Package 2.

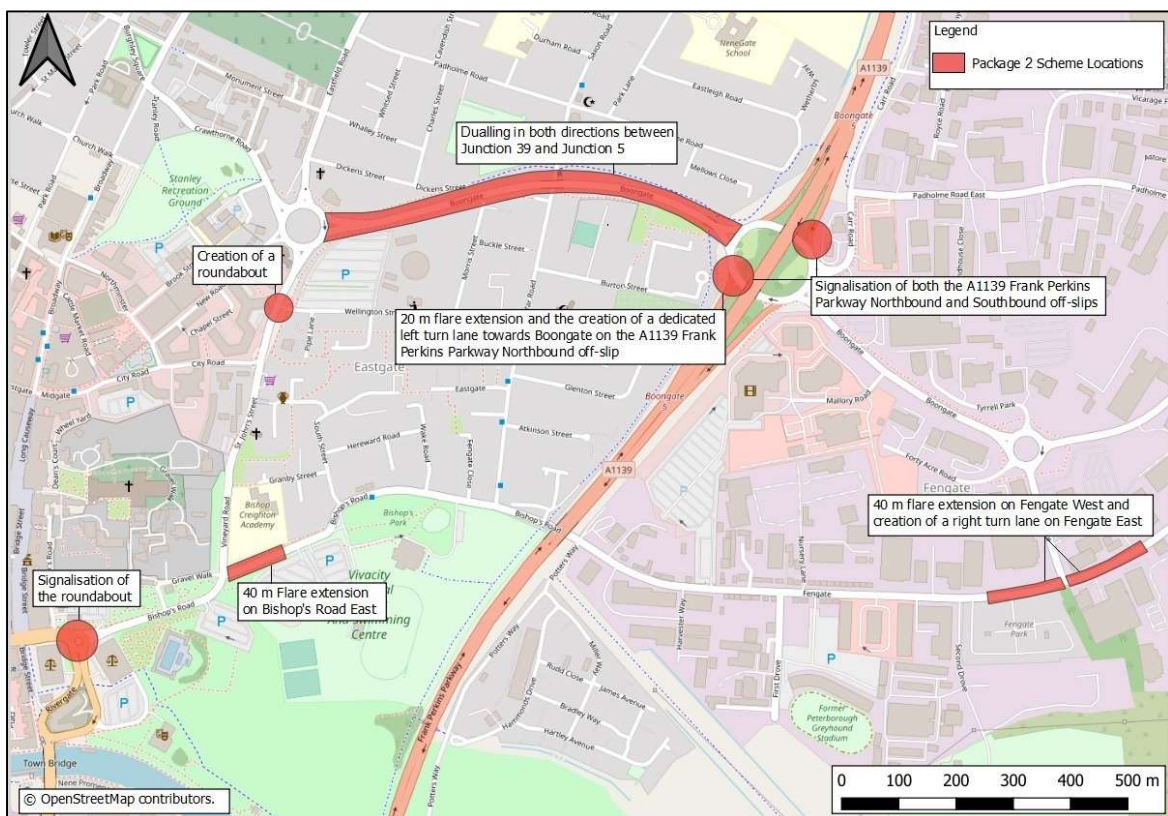


Figure 1.3: Package 2 Improvements

1.3.8 The SOBC demonstrated that both packages met the scheme objectives and reduced existing and future delay at the key junctions in the study area, therefore both Package 1 and Package 2 were considered within the Economic Assessment.

- 1.3.9 The Economic Assessment demonstrated that Package 1 achieved Very High Value for Money with a Benefit Cost Ratio (BCR) of 5.223. Package 2 achieved Medium Value for Money with a BCR of 1.574. The SOBC concluded that the Value for Money for both packages, especially Package 2, was expected to increase further as additional Economic Assessment and Design work is undertaken at subsequent stages of the Business Case. The Economic Assessment showed that Package 2 provided greater benefits than Package 1, however the cost estimate associated with it at SOBC reduced the BCR.
- 1.3.10 The SOBC also identified that the appropriateness (and value for money) of both packages are heavily dependent on influences beyond this study, such as the University Planning Application and the Embankment Masterplan, both of which are active workstreams, and assumptions would need to be updated and the impacts reviewed throughout the University Access Study.
- 1.3.11 A preferred Package could not be determined at the SOBC stage. Potential issues with Package 1 and the operational performance of the highway network directly adjacent to the proposed new northbound off-slip were identified in the Strategic Modelling.
- 1.3.12 In addition to this, there were changes to a number of the planning assumptions in the study area as the SOBC programme was drawing to a close. The changes included a significant increase in the number of students for the Phase 3 Planning Application University, and the possibility of the Peterborough United Football Ground relocating to the Embankment.
- 1.3.13 Due to the rapid pace of change of development in the study area, a more detailed assessment of the two packages has been undertaken to better understand the operational impact of the proposed Packages as well as the impact of the evolving strategy for the area, on the appropriateness of both packages. This document reports that detailed assessment of both packages, with the purpose of identifying a preferred option.

1.4 Pedestrian and Cycling Improvements

1.4.1 As part of the SOBC, a Non-Motorised User (MNU) audit was conducted across the study area to review the quality of the existing walking and cycling infrastructure, and to identify improvements to improve active travel provision and reduce severance for non-motorised journeys.

1.4.2 The audit identified the following potential improvements:

- Resurface all footpaths in the immediate vicinity of the Embankment Area, improving accessibility for all users. Resurfacing should reflect that on the most western section of Bishop's Road, where high quality upgrades to surface quality and shared use were implemented in 2018
- Implement controlled crossing points at the off / on slips of Junction 5 (southern side of circulatory) and along the Boongate approach / exit of Junction 39, increasing personal safety and reducing lengthy waiting times for active modes
- Improved lighting on routes which are set back from the roadside, as well as underpasses, improving the perceived safety of these areas.

1.4.3 Figure 1.4 shows the existing walking and cycling routes were identified for improvement within the SOBC. The routes provide key links to the wider walking and cycling infrastructure as well as the car parking sites that will be used by visitors to the Embankment Area.

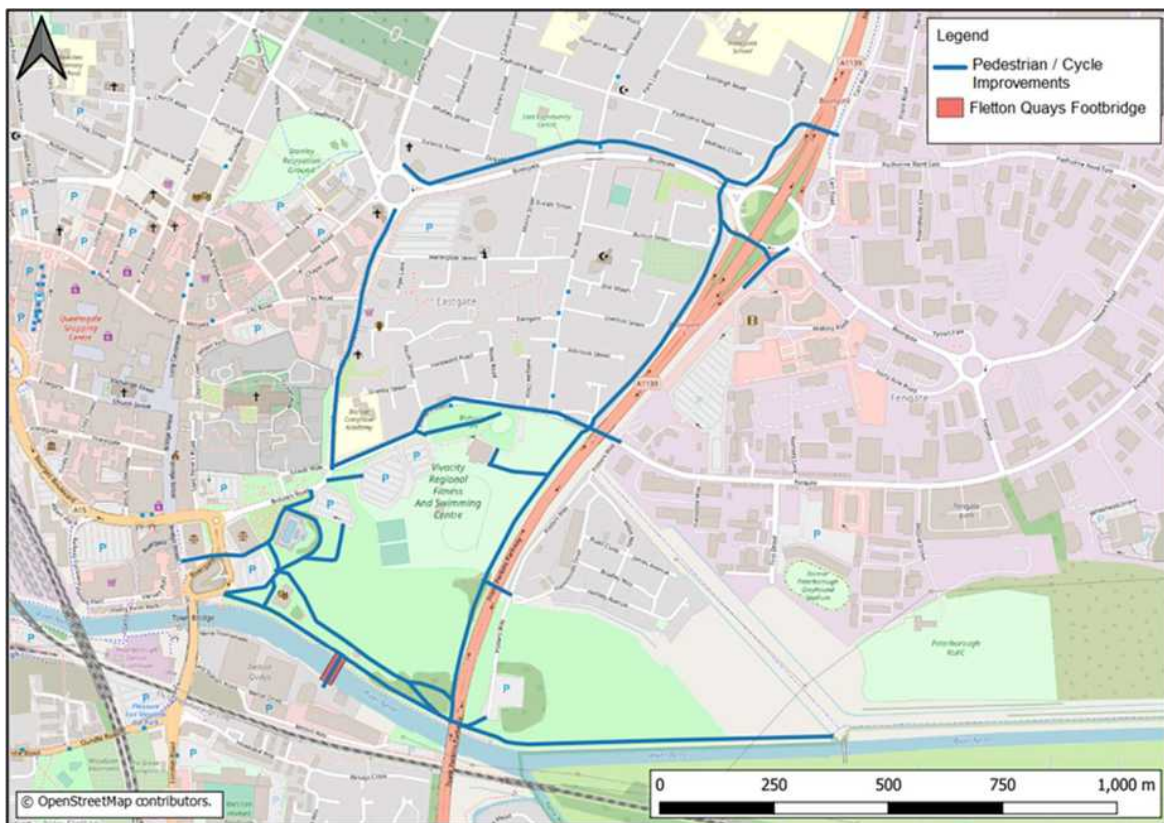


Figure 1.4: Existing Walking and Cycling Routes Identified for Improvement

- 1.4.4 Additional walking and cycling improvements have also been identified as part of the design development during and are discussed further in Chapter 3.

1.5 Package Assessment

- 1.5.1 The purpose of this Package Assessment Report is to summarise the further assessment undertaken on both packages, including policy, operational performance, design and construction, and environmental assessments. Public Consultation has also been undertaken with details provided in Chapter 7.
- 1.5.2 The report concludes by identifying the preferred Package to take forward to Preliminary Design and Outline Business Case.

1.6 Recent Developments

- 1.6.1 Since the University Access Study SOBC was submitted in December 2020, there have been two significant developments which will impact upon the identification of a preferred package.
- 1.6.2 The first, is the number of students expected to attend ARU Peterborough by Phase 3. At the time of writing the SOBC, it was assumed to be approximately 6,500 students. However, this has now increased to 12,500 students, and has a significant bearing on the number of trips destined to the Embankment area.
- 1.6.3 The second development is a change to the assumption in parking locations for the ARU Peterborough. In the SOBC, it was anticipated that there would be a 300-space multi-storey car park on the Embankment, with additional parking provided in a new car park on Potters Way. As part of the Phase 2 planning application, it was agreed that there would be minimal additional on-site parking at the University. The main car park for the Embankment Area, including ARU Peterborough, will be a new multi-storey at Wellington Street.

1.7 Document Structure

1.7.1 The remainder of the document is structured as follows:

- **Chapter 2:** sets out a comparison of how well Package 1 and Package 2 fits with local policy and external influences.
- **Chapter 3:** sets out the concept designs for both packages and provides a description on the key design and construction considerations associated with each scheme.
- **Chapter 4:** sets out the environmental assessment for Package 1 and Package 2.
- **Chapter 5:** compares the operational performance and impact of each package on the highway network in the study area.
- **Chapter 6:** provides an Economic Assessment of each package
- **Chapter 7:** details the public consultation undertaken and provides an assessment of responses received.
- **Chapter 8:** Summarises the Package Assessment Report.

2. Strategic Fit

2.1 Introduction

- 2.1.1 This chapter sets out a comparison of how well Package 1 and Package 2 fit with key local policy and aspirations for the surrounding area. The SOBC demonstrated how either the concept of a package of improvements at this location had a strong fit with national and regional policy, and so this assessment specifically focuses on how each of the packages aligns with local policy and plans.

2.2 Need for Change

- 2.2.1 The SOBC identified the factors that are driving the need for change. They come from local growth aspirations, particularly the establishment of ARU Peterborough.

Local Growth Aspirations

- 2.2.2 Peterborough is forecast to experience significant employment and population growth over the next few decades, reflecting a continuation of past trends. The Peterborough Local Plan (adopted July 2019) sets out the overall vision, priorities and objectives for Peterborough for the period up to 2036. The updated strategy identifies the required delivery of 19,440 new homes and 17,600 new jobs by 2036.

Embankment Area

- 2.2.3 The City Centre is entering a new and exciting phase in its development, a phase that will deliver significant levels of growth, and the Embankment Area is identified as an opportunity area by Peterborough City Council, and includes proposals for ARU Peterborough, as well as supporting infrastructure such as the Fletton Quays Footbridge, a new pedestrian and cycle bridge connecting Fletton Quays to the Embankment Area.

² <https://www.peterborough.gov.uk/council/planning-and-development/planning-policies/local-development-plan>

2.2.4 ARU Peterborough will deliver an independent, campus-based university. The new University will be fast-growing from 2022 to 2028 (with phased infrastructure)³:

- **Phase 1:** a first university building in Peterborough City Centre from September 2022 with capacity for around 4,000 students
- **Phase 2:** R&D, innovation and incubator expansion. This will centre on Advanced Manufacturing and Materials Research for educational research and development.
- **Phase 3:** growth from 2025 up to around 6,500 students on roll by 2030. It comprises two further teaching focussed buildings, opening in 2025 and 2028, with an associated student union building and infrastructure works to open in 2025.

2.2.5 Phase 1 of ARU Peterborough received planning permission in November 2020 and will be built upon the existing Wirrina car park. A ground-breaking ceremony was held on the 8th of December 2020, with Phase 1 expected to open in September 2022. In addition to this, work is already underway on the Phase 2 Planning Application which is due to be submitted in the next two months. Development of the highway schemes is needed to provide the highway capacity for growth, which is already underway, within this area of the City Centre.

2.2.6 ARU Peterborough has been identified as a key requirement for the north of the CPCA area to improve skills and the economy. In light of COVID-19, and the impact on the economy nationally as well as locally, improving the skills and employability of local people, will be a key component in strengthening the local economy, which will assist with the post COVID-19 economic recovery.

2.2.7 The Need for Change outlined above is the same for both Packages.

2.3 Strategic Fit Assessment

2.3.1 Both Packages have been assessed against relevant local policies and strategies to determine how well they fit with current and future aspirations. The policies and strategies that the packages have been assessed against include:

- Local Transport Plan for Cambridgeshire and Peterborough
- City Centre Transport Vision
- Towns Fund
- Embankment Masterplan
- Active Travel Commitments

³ <https://cambridgeshirepeterborough-ca.gov.uk/assets/Growth-Funds/2020.09.22-CSR-University-for-Peterborough-phase-3-final.pdf>

2.3.2 An analysis of how well each package meets the policy / strategy objectives is provided beneath and is summarised using a colour coded qualitative scoring system. The scores used are:

- Very Good (dark green) – directly delivers objectives
- Good (light green) – indirectly delivers objectives, or generally supports objectives
- Neutral (amber) – has no positive or negative impact
- Poor (light red) – does not deliver objectives or support objectives
- Very Poor (dark red) – has a significantly detrimental impact on objectives

2.4 Local Transport Plan for Cambridgeshire and Peterborough

2.4.1 In January 2020, the CPCA adopted a Local Transport Plan for Cambridgeshire and Peterborough which replaced the interim Local Transport Plan published in 2017. The plan describes how transport interventions can be used to address current and future challenges and opportunities for Cambridgeshire and Peterborough and sets out the policies and strategies needed to secure growth and ensure that planned large-scale development can take place in the region in a sustainable way.

2.4.2 The objectives of the Local Transport Plan form the basis against which schemes, initiatives and policies are assessed. The objectives of the CPCA Local Transport Plan are:

- **Housing** – support new housing and development to accommodate a growing population and workforce
- **Employment** – connect all new and existing communities so all residents can easily access jobs within 30 minutes by public transport
- **Business and Tourism** – Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports, and airports
- **Resilience** – build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability
- **Safety** – embed a safe system approach into all planning and transport operations to achieve Vision Zero (zero fatalities or serious injuries)
- **Accessibility** – promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all
- **Health and Well-being** – provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles
- **Air Quality** – ensure transport initiatives improve air quality across the region to exceed good practice standards

- **Environment** – deliver a transport network that protects and enhances our natural, historic, and built environments
- **Climate Change** – reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change.

2.4.3 The Local Transport Plan states that a package of measures will be explored to create and enhance walking / cycling links to ARU Peterborough and improve highway access to the Parkway Network.

Package 1

2.4.4 Package 1, and specifically the provision of the slip road onto Bishops Road, delivers high volumes of traffic onto a low-capacity part of the network that has little scope for additional capacity to be added. This drawback has been exacerbated since the SOBC was produced by the significant increase in student numbers forecast for the later phases of the University. This does not support the objective of building a resilient transport network and improving journey time reliability.

2.4.5 The new northbound off-slip has the potential to impact the setting of Peterborough Cathedral, which is a high value heritage asset. There is also an impact on the biodiversity of the area where the northbound off-slip will be delivered (both of these impacts are discussed further in Chapter 4).

2.4.6 The proposed walking and cycling improvements, including the provision of an underpass under the slip road to maintain walking, and cycling connections, will support the Accessibility and Health and Well-being objectives through the provision of sustainable transport infrastructure and high-quality public realm.

Package 2

- 2.4.7 The dualling of Boongate provides a high quality and high-capacity link to the northeast transport hub at Wellington Street (which is expected to provide parking for the future growth of the Embankment Area), this supports the objective of building a resilient transport network and improving journey time reliability.
- 2.4.8 The dualling of Boongate would impact the biodiversity along Boongate, with the removal of trees and shrubs, this would not support the LTP Environment objective. However, replacement planting would form part of the scheme, along with a 20% net gain in biodiversity.
- 2.4.9 Similar to Package 1, the proposed walking and cycling improvements will support the Accessibility and Health and Well-being objectives. However, the potential walking and cycling improvements that could be delivered in conjunction with redevelopment of the area around Junction 39 would significantly enhance the provision of sustainable transport infrastructure and high-quality public realm in the study area.

Summary

Local Transport Plan	Policy / Strategy Score	Reasons
Package 1	Neutral	<ul style="list-style-type: none"> • High-volume of traffic on low-capacity road – not building a resilient transport network. • Potential impact to historic and natural environment (mitigation measures would be delivered alongside any scheme). • Walking and cycling improvements support health and well-being and accessibility objectives.
Package 2	Very Good	<ul style="list-style-type: none"> • Provision of high-quality, high-capacity link – supports a resilient transport network with improved journey time reliability. • Potential to impact natural environment (mitigation measures would be delivered alongside any scheme). • Walking and cycling improvements, especially at Junction 39, support health and well-being and accessibility objectives.

2.5 City Centre Transport Vision

2.5.1 To complement the City Centre development aspirations, a City Centre Transport Vision was prepared to guide future planning policy and provide an ambitious vision that will provide consistency to future development and growth within the City Centre. The vision embraces emerging technologies and a shift in travel behaviour to remove a significant proportion of vehicle trips from the heart of the City Centre. This includes the delivery of multi-functional transport hubs on the periphery of the City Centre, providing the vast majority of City Centre car parking (private and public), and transition points for goods and deliveries destined for the City Centre.

2.5.2 The City Centre Transport Vision also states that as each area of the city centre is planned and regenerated, it should:

- Create high quality Public Realm Corridors from the growth area into the City Centre
- Establish Transport Hubs to replace City Centre parking
- Remove highway capacity and reallocate space for urban realm improvements.

2.5.3 The City Centre Transport Vision is shown in Figure 2.2.



Figure 2.1: City Centre Transport Vision

Package 1

- 2.5.4 Package 1 delivers high volumes of traffic a low-capacity part of the network that has little scope for additional capacity to be added. This package could work in conjunction with a Transport Hub on the Embankment or in Fengate, but significant issues would still occur in the PM peak as access back onto the Parkway Network would still be via Boongate and Junction 5.
- 2.5.5 Recent developments in the Phase 2 planning application for ARU Peterborough also confirm that no significant parking will be provided on the embankment site.

Package 2

- 2.5.6 The dualling of Boongate provides a high quality and high-capacity link directly to the northeast transport hub at Wellington Street (which is expected to provide parking for the future growth of the Embankment Area) and significantly reduces the number of trips on the routes around the Embankment Area.
- 2.5.7 Package 2 has evolved to further support the City Centre Transport Vision through redeveloping the area around Junction 39, creating significant opportunities to improve walking, and cycling infrastructure, as well as public transport infrastructure.
- 2.5.8 Given the timing of development and pace of growth on the Embankment, delivery of Package 2 would likely form the first implementation of the City Centre Transport Vision and has real potential to provide the momentum to turn the vision into reality.

Summary

City Centre Transport Vision	Policy / Strategy Score	Reasons
Package 1	Very Poor	<ul style="list-style-type: none"> Delivers high volumes of traffic onto low-capacity roads. Does not provide access back onto the Parkway Network in the PM Peak. University Parking now confirmed to be off-site.
Package 2	Very Good	<ul style="list-style-type: none"> Upgrades Boongate to provide a direct high quality between the Parkway Network and a transport hub. Redevelopment of the area around Junction 39 creates significant opportunities for improving active travel and public transport provision in the area. Makes use of existing infrastructure.

2.6 Peterborough Towns Fund

- 2.6.1 In October 2020, Peterborough City Council was awarded £22.9m from the Government's Towns Fund to support a range of projects in areas such as urban regeneration, planning, land use, connectivity, skills, and enterprise infrastructure to support the planned future growth of Peterborough.
- 2.6.2 One of the drivers behind the bid was for Peterborough to become a 'walkable' city, making it easier to travel on foot and by bicycle.
- 2.6.3 A key component of the Towns Fund is 'Riverside Development and Connections' which includes creating a masterplan for the Embankment and designing and building an additional bridge across the river to improve pedestrian and cycle connectivity between the north and south of the city. The Towns Fund will develop the Embankment Area to create a green and accessible place for residents to relax and enjoy leisure and entertainment

Package 1

- 2.6.4 The provision of the northbound off-slip from A1139 Frank Perkins Parkway has the potential to impact on the built environment of the Embankment Area, with large scale highway infrastructure in an elevated position with a high volume of vehicles travelling down the slip-road and along Bishop's Road.
- 2.6.5 The proposed walking and cycling improvements will help to achieve the 'walkable city' ambition.

Package 2

- 2.6.6 Boongate Dualling will have no impact on the proposals for the Embankment Area and will indirectly support the proposals by removing traffic from adjacent roads.
- 2.6.7 The 'walkable city' ambition will be supported through improvements to walking and cycling infrastructure.

Summary

Towns Fund	Policy / Strategy Score	Reasons
Package 1	Good	<ul style="list-style-type: none"> Provision of northbound off-slip may impact on proposals for Embankment. Walking and cycling connections will meet the 'walkable' city ambition.
Package 2	Very Good	<ul style="list-style-type: none"> Boongate Dualling has no impact on Embankment Area proposals and removes traffic from adjacent roads. Walking and cycling connections will meet the 'walkable' city ambition.

2.7 Embankment Masterplan

- 2.7.1 To support the redevelopment of the Embankment Area, an Embankment Masterplan is being prepared by Peterborough City Council and is expected to be completed by May 2022. This masterplan will inform the redevelopment that will take place on the Embankment as well as address the need for walking and cycling connections into and out of the site as well as within the site itself. This will include an improved frontage on the River Nene making it an attractive place for residents, worker, visitors to spend time.

Package 1

- 2.7.2 The delivery of a new northbound off-slip would provide a direct link between the Parkway Network and the Embankment Area. However due to recent planning decisions to minimise on-site parking, vehicles will be required to use low-capacity routes to reach wider City Centre car parking.
- 2.7.3 The provision of the new off-slip will also reduce the land available for redevelopment at the Embankment Area, and has the potential to impact the type of development that could take place adjacent to the off-slip.
- 2.7.4 Improvements to walking and cycling connections to the Embankment Area will be delivered on St John's Street, Vineyard Street and Bishop's Road.

Package 2

- 2.7.5 Package 2 does not impact on the Embankment Area at all in terms of land availability. There would be no impact on type or amount of development that could take place.
- 2.7.6 The dualling of Boongate will provide a high capacity, high quality route with direct access to car parking facilities at Wellington Street. Walking and cycling improvements to the Embankment Area will be delivered on St John's Street, Vineyard Street and Bishop's Road. In addition, the redevelopment of the area around Junction 39 will enable significant improvements for pedestrians and cyclists at this location.

Summary

Embankment Masterplan	Policy / Strategy Score	Reasons
Package 1	Poor	<ul style="list-style-type: none"> Reduces land available for redevelopment. Improvements to walking and cycling connections.
Package 2	Very Good	<ul style="list-style-type: none"> No impact on land available for redevelopment. Improvements walking and cycling connections to Embankment Area, especially at Junction 39.

2.8 Active Travel

- 2.8.1 The provision of walking and cycling infrastructure is becoming increasingly critical to all transport schemes, especially with the Government's recent Gear Change strategy and PCC's adoption of LTN 1/20 guidance.

Package 1

- 2.8.2 Walking and cycling improvements have been identified for Package 1. The improvements will assist in encouraging active travel and provide key connections between the Wellington Street Transport Hub and the Embankment Area.

Package 2

- 2.8.3 The walking and cycling improvements for Package 2 are almost identical to those in Package 1. However, the potential re-development of the area Junction 39 in Package 2 provides the opportunity to create a significant improvement to walking and cycling in the area. Crossing this large roundabout is currently very difficult for pedestrians and cyclists and serves as a barrier to active travel routes from the north/north-east of the city to the Embankment Area.

Summary

Active Travel	Policy / Strategy Score	Reasons
Package 1	Good	<ul style="list-style-type: none"> Walking and cycling improvements will encourage active travel.
Package 2	Very Good	<ul style="list-style-type: none"> Walking and cycling improvements identified will encourage active travel. Re-development of area around Junction 39 creates significant opportunities to improve walking and cycling infrastructure.

2.9 Summary of Strategic Fit Assessment

2.9.1 Table 2.1 provide a summary of the Strategic Fit assessment.

Table 2.1: Strategic Fit Assessment Summary

Policy Area	Package 1	Package 2
Local Transport Plan		
City Centre Transport Vision		
Peterborough Towns Fund		
Embankment Masterplan		
Active Travel		

2.9.2 Table 2.1 demonstrates that Package 2 has a very strong strategic fit with the local policy and growth aspirations.

2.9.3 The dualling of Boongate, provided as part of Package 2, provides a high-capacity and high-quality link from the Parkway Network to the transport hub at Wellington Street (which is expected to provide parking for the future growth of the Embankment Area) and significantly reduces the number of trips on the routes around the Embankment Area.

2.9.4 Given the timing of development and pace of growth on the Embankment, delivery of Package 2 would likely form the first implementation of the City Centre Transport Vision.

2.9.5 Package 1 delivers high volumes of traffic onto a low-capacity part of the network with limited scope for improvement (specifically Bishops Road in Fengate), and this issue has been exacerbated since the SOBC by recent planning assumptions that significantly increase the number of trips associated with the latter phases of ARU Peterborough.

2.9.6 Package 1 could work in conjunction with a Transport Hub on the Embankment or in Fengate, but significant issues would remain in the PM peak as access back onto the Parkway Network would still be via Boongate and Junction 5. In addition, the northbound off-slip could impact redevelopment proposals for the Embankment Area and reduce the amount of land available for development.

- 2.9.7 Both Package 1 and Package 2 meet walking and cycling objectives within wider policy documents, with improvements identified to improve connectivity to the Embankment Area and encourage walking and cycling trips on as part of a healthy and active lifestyle. Package 2 includes additional proposals for the redevelopment of the area around Junction 39, creating significant opportunities to improve walking and cycling infrastructure, as well as public transport infrastructure in a much needed area of the city.

3. Design and Construction

3.1 Introduction

- 3.1.1 This chapter sets out the concept designs for both packages and provides a description on the key design and construction considerations associated with each of the schemes.
- 3.1.2 Package 1 includes the creation of a new northbound off-slip (Junction 4a) from the A1139 Frank Perkins Parkway and Package 2 includes the dualling of Boongate between Junction 5 and Junction 39. Beyond these improvements, both packages contain the same supporting schemes, which are detailed beneath.
- 3.1.3 It should be noted that the schemes presented beneath have been developed in response to existing issues and to help facilitate future growth. However, there may be a need to re-evaluate and modify improvements in the final package if there is a significant change to assumptions about future growth and development within the study area.

3.2 Package Overview

- 3.2.1 Each of the packages are introduced in the SOBC and OAR, however some have been updated in recent design work. Each of the packages are outlined beneath.

Package 1

- 3.2.2 Package 1 consists of the following schemes:
- New northbound off-slip linking the A1139 Frank Perkins Parkway with Bishop's Road (Junction 4a)
 - Junction 38 – 40m flare extension on Bishop's Road East
 - Junction 5 – signalisation of the A1139 Frank Perkins Parkway southbound off-slip
 - Boongate / Fengate Junction – 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East
 - St John's Street / Wellington Street – creation of a roundabout.
 - Pedestrian and Cycle Improvements – improvements on routes connecting to the Embankment including pedestrian and public realm improvements to St John's Street / Vineyard Road and pedestrian and cycle improvements along Bishop's Road. Also, provision of wider connectivity to Embankment Area, such as Stanground Boardwalk and Charters Pontoon.

3.2.3 Figure 3.1 shows a plan of the proposed improvements in Package 1.

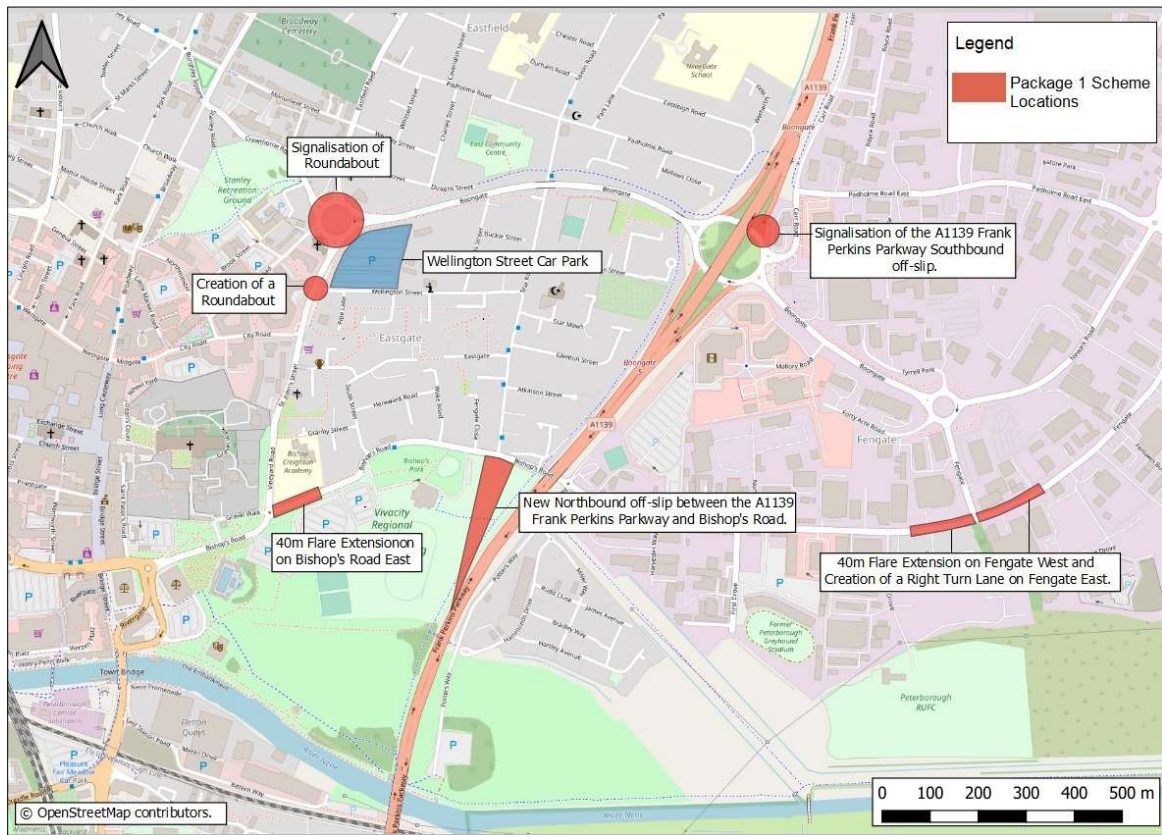


Figure 3.1: Package 1 Improvements

Package 2

3.2.4 Package 2 consists of the following schemes:

- Dualling of Boongate between Junction 5 and Junction 39
- Junction 38 – 40m flare extension on Bishop's Road East
- Junction 5 – signalisation of the A1139 Frank Perkins Parkway northbound and southbound off-slip
- Boongate / Fengate Junction – 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East
- St John's Street / Wellington Street – creation of a roundabout.
- Pedestrian and Cycle Improvements – improvements on routes connecting to the Embankment including pedestrian and public realm improvements to St John's Street / Vineyard Road and pedestrian and cycle improvements along Bishop's Road. Also, provision of wider connectivity to Embankment Area, such as Stanground Boardwalk and Charters Pontoon. Significant walking and cycling improvements to Junction 39 through public realm and provision of crossings.

3.2.5 Figure 3.2 shows a plan of the proposed improvements in Package 2.

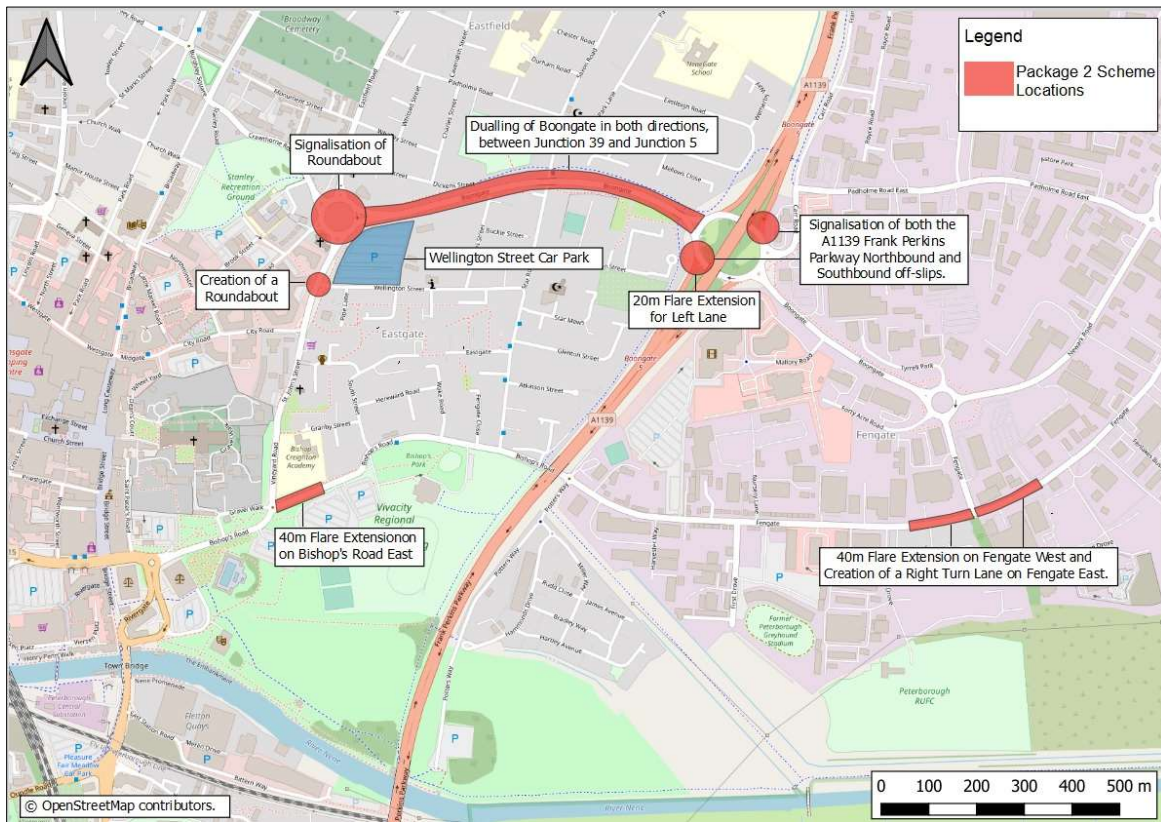


Figure 3.2: Package 2 Improvements

3.2.6 The A1139 Northbound off-slip (Junction 4a – Package 1) and the Boongate Dualling (Package 2) are discussed in greater detail beneath, followed by each of the supporting schemes.

3.3 Design Comments by Scheme

New Northbound Off-Slip (Junction 4a) – (Package 1)

- 3.3.1 Figure 3.3 shows the concept design for the proposed new northbound off-slip (Junction 4a) from the A1139 Frank Perkins Parkway to Bishops Road. The full concept design drawing is provided in Appendix A.

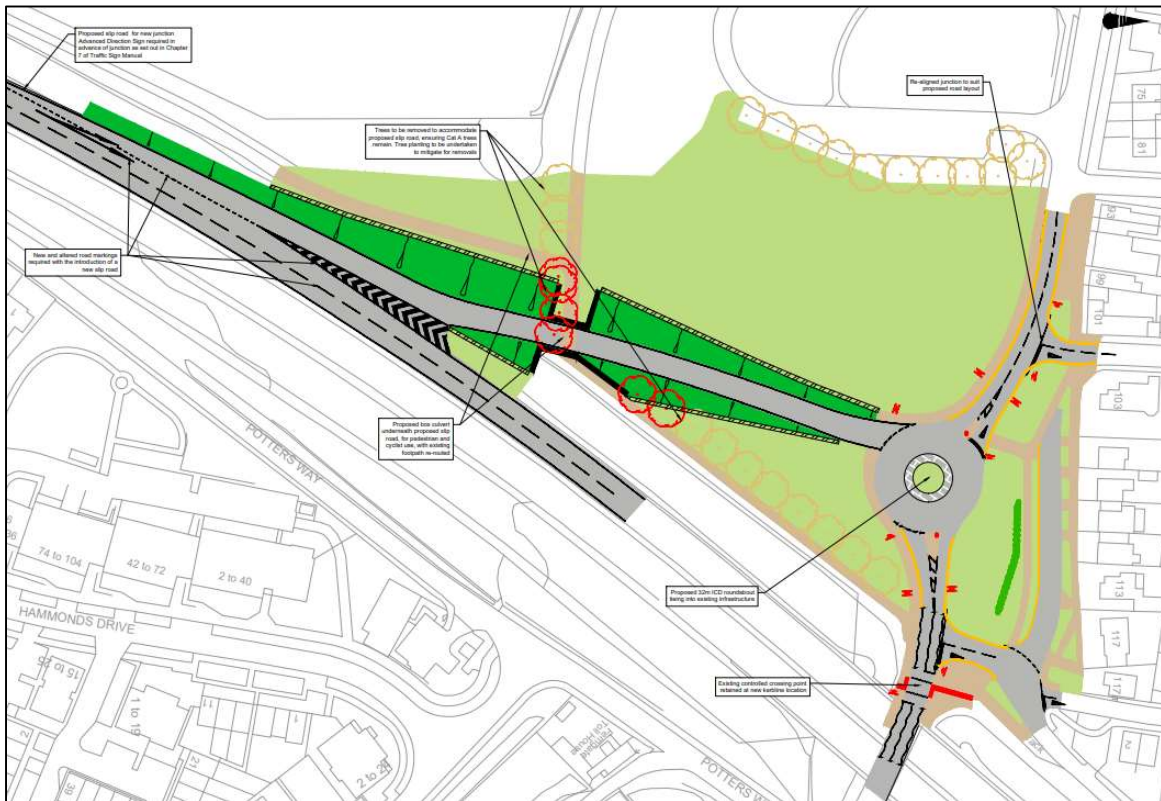


Figure 3.3: Concept Design of New Northbound Off-Slip

- 3.3.2 The improvement comprises a two lane off-slip from the A1139 Frank Perkins Parkway to Bishop's Road to form a new Junction 4a. Initial design work undertaken in support of the OAR and SOBC confirmed that it was not possible to provide an opposing southbound on-slip due to the existing constraints (including housing) to the east of Frank Perkins Parkway.
- 3.3.3 A roundabout will connect the new slip road into the existing highway network at Bishop's Road. A new underpass will be included beneath the new slip road to ensure that walking and cycling connections between the City Centre and Fengate are maintained.
- 3.3.4 The land required to construct the new off-slip is within ownership of the Council and no third-party land is required. There are services including a BT chamber, Virgin media cables and a UKPN high and low voltage cables in the footway along Bishop's Road. Further investigation into the services would be undertaken as part of the preliminary design.

- 3.3.5 The University Access Study SOBC highlighted the community importance of the ten Corsican Elms running parallel to the A1139 Frank Perkins Parkway. Initially it was thought the provision of a slip road would require all ten trees to be removed. However, the concept design has tried to minimise the impact on the Corsican Elms through realignment of the road, with only two trees requiring removal. Four other trees (of different species) will also need to be removed on the southern side of the recreation area.
- 3.3.6 The provision of the new off-slip at this location will impact the Bishop's Road recreation area, reducing its size.
- 3.3.7 Construction of the new northbound off-slip is not considered to be difficult, as much of the slip-road can be built off-line with night-time or weekend closures used for tie-ins at either end.

Boongate Dualling (Junction 5 to Junction 39) – (Package 2)

- 3.3.8 Figure 3.4 shows the concept design for the proposed dualling of Boongate between Junction 5 and Junction 39. The full concept design is provided in Appendix A.

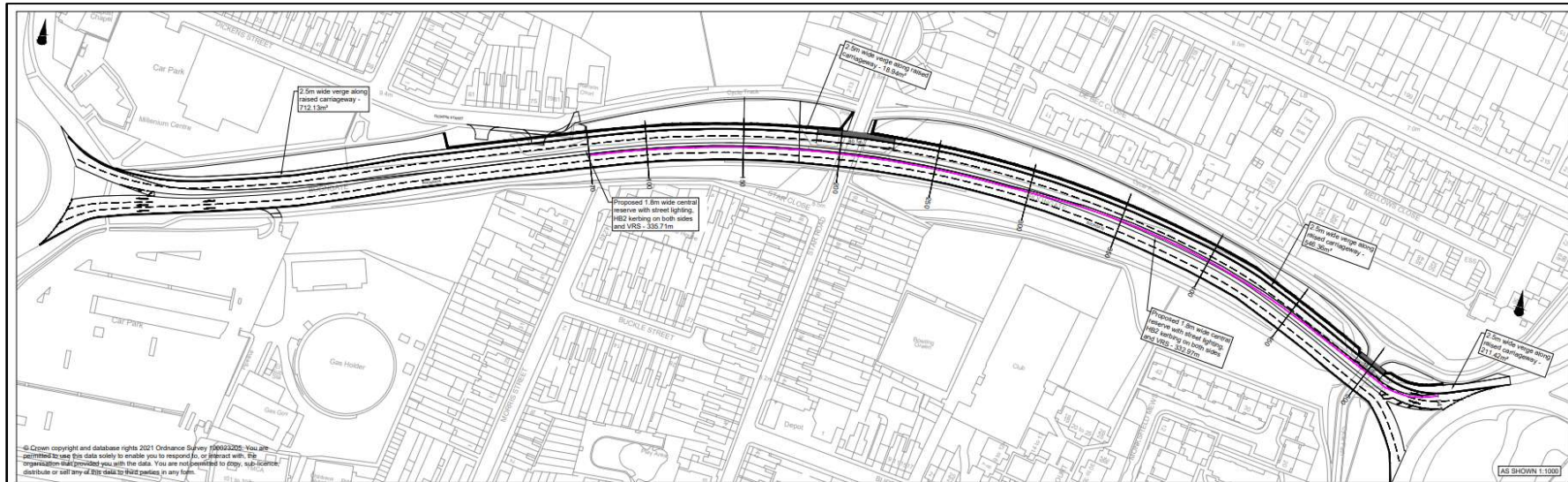


Figure 3.4: Concept Design of Boongate Dualling

- 3.3.9 The improvement upgrades the existing single carriageway to a dual carriageway between Junction 5 and Junction 39 by widening to the north of the existing road. The Star Road Bridge and the Mellows Close Subway will be widened to accommodate the dualling as part of the scheme.
- 3.3.10 Mellows Road Subway is a reinforced concrete box structure carrying Boongate over a footway and cycleway to the west of Junction 5. The existing bridge will be widened by approximately 7.8m to the north by removing the existing north edge beam and parapet, then stitching in reinforcement to allow a new reinforced concrete extension to be added
- 3.3.11 Star Road Bridge comprises a bridge deck made of prestressed beams with in-situ reinforced concrete infill, resting on reinforced concrete abutments with brick cladding. The structure currently carries Boongate as a single two-lane carriageway over Star Road. The existing bridge will be widened by approximately 9.0m to the north by constructing new reinforced concrete abutments on piled foundations adjacent to the existing structure, then demolishing the parapet and existing edge beam to allow additional prestressed beams to be placed over the new abutments and new parapets to be constructed.
- 3.3.12 A topographical survey was undertaken to inform the concept design of the Star Road Bridge widening. Originally it was thought that a retaining wall would be required along the length of much of the new carriageway, however this has now been limited to the vicinity of the Star Road Bridge based on the survey results.
- 3.3.13 The land required to construct the dualling is within the highway boundary or Community Related Asset (CRA) land which is controlled by the Council. At this stage, no third-party land is required. There are a number of services within the vicinity of the proposed scheme that will need further investigation at the preliminary design stage, however it is not anticipated that any of these pose a significant risk to the delivery of the scheme.
- 3.3.14 The dualling of Boongate will bring the edge of the carriageway to within 3.5m of the edge of Dickens Street and will require the turning head on Dickens Street to be relocated. Several parking spaces on Dickens Street may be lost to this relocation, as well as a portion of the tree and shrub belt, requiring complimentary landscaping works to offset the impact
- 3.3.15 Construction of this scheme can predominantly be undertaken off-line, with no disruption to the existing network. However, Star Road may need closing for a duration whilst the bridge widening works are undertaken. Similarly Mellows Close underpass will also require closure for a potentially lengthy duration. The street lighting will need to be moved to the central reserve once the road is widened, which will require a wider central reservation and therefore more land.
- 3.3.16 Consideration will need to be given on how best to minimise disruption to a key route into the City Centre from the Parkway Network, and what impacts and constraints are associated with night-time working in an urban area close to residential areas.

Junction 38 Improvements

- 3.3.17 Figure 3.5 details the concept design for the proposed flare extension on the Bishop's Road (East) approach to Junction 38. The full concept design is provided in Appendix A.

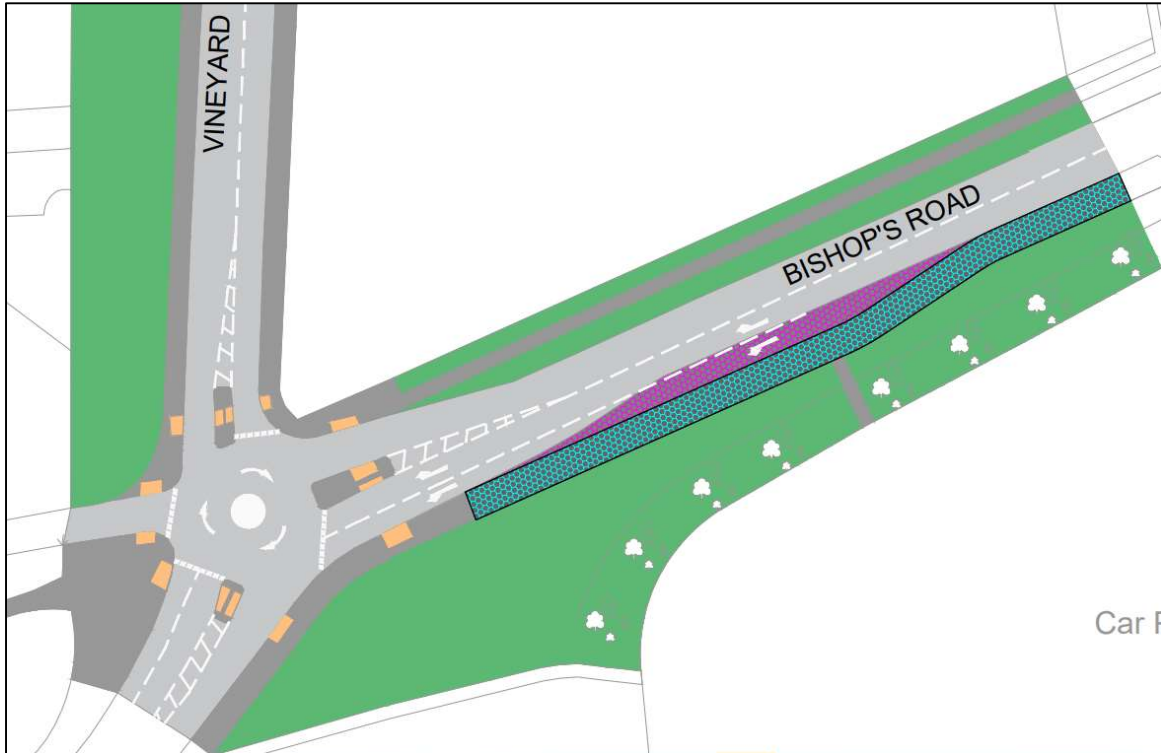


Figure 3.5: Concept Design of Junction 38 Improvements

- 3.3.18 The Junction 38 improvements consist of a 40m flare extension on Bishop's Road East. The flare will allow for additional stacking capacity at the roundabout for vehicles wishing to turn left into Bishop's Road West. The scheme will also include a re-aligned shared footpath / cycleway along Bishop's Road.
- 3.3.19 The land required for this scheme is either within the Highway Boundary or CRA land, and no third-party land is required.
- 3.3.20 There are some services within the vicinity of the scheme that will need to be considered as the design progresses, however they are not anticipated to impact significantly upon the scheme delivery.
- 3.3.21 Construction of the scheme is considered to be straightforward. Traffic management will be required, and due to its proximity to the City Centre, it is likely to 3-way temporary traffic signals during off-peak hours. Resurfacing is likely to require night-time closure.
- 3.3.22 Please note that due to its proximity to ARU Peterborough, Junction 38 is very sensitive to proposals in the University Planning Applications and the scheme may need to be revised as proposals for ARU Peterborough evolve.

St John's Street / Wellington Street Junction Improvements

3.3.23 Figure 3.6 shows the concept design for the proposed roundabout at the St John's Street / Wellington Street Junction. The full concept design is provided in Appendix A.



Figure 3.6: Concept Design of St John's Street / Wellington Street Junction Improvements

- 3.3.24 The proposed improvement at this location consists of converting the St John's Street / Wellington Street Junction to a roundabout
- 3.3.25 The proposed improvement can fit within the space available, however the roundabout size and approach deflections may not be optimal.
- 3.3.26 The provision of a roundabout at this location would incorporate crossing facilities for pedestrians and cyclists, the details of these will be carefully considered during Preliminary Design.
- 3.3.27 One particular issue that will need to be carefully designed is the private vehicular exit from Stuart House which is to southwest of the junction. A right turn ban from this exit may be required. In addition, there are some services within the vicinity of the scheme that will need to be considered as the design progresses, however they are not anticipated to significantly impact upon the scheme delivery.

- 3.3.28 The operational modelling has shown that the scheme does offer benefit, but some residual queuing remains on the St John's Street northbound approach. Further work will be required as part of the preliminary design to determine whether this can be mitigated given the site constraints. However, this junction is included within the proposals to reconfigure the Junction 39 area (explained beneath) and will be considered as part of that.
- 3.3.29 Construction of the junction is considered to be straight-forward, however traffic disruption is likely as this route is a key north-south route in the City Centre. Construction will likely require off-peak temporary traffic signals and night-time closures.

Boongate / Fengate Junction Improvements

- 3.3.30 Figure 3.7 shows the concept design for the proposed improvements to the Boongate / Fengate Junction. The full concept design is provided in Appendix A.

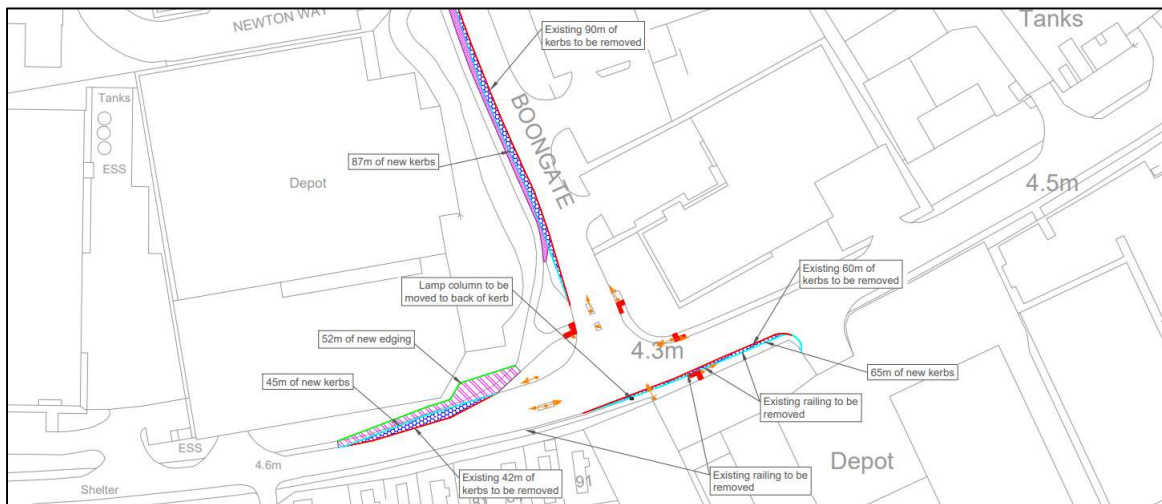


Figure 3.7: Concept Design of Boongate / Fengate Junction Improvements

- 3.3.31 The improvements to the junction consist of a 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East. In the SOBC, it was stated that a parcel of private land would be required to enable the dedicated right turn lane to be implemented. However further work on the design of this junction has enabled the improvement to be built within the existing highway boundary, removing the need for additional land take on this side of the junction.
- 3.3.32 On the Fengate West approach, the highway boundary only extends to the rear edge of the footway to the north and third-party land may therefore be required to accommodate both the flare extension and the footway. This will be confirmed at the next stage of the design process.
- 3.3.33 Services are also present within the vicinity of the junction. It is not anticipated that these will have a significant impact on scheme delivery. Further assessments will be undertaken during preliminary design.
- 3.3.34 Construction of the scheme is anticipated to be relatively straight-forward, however there will be localised disruption to traffic at this key junction within Fengate. Evening and weekend closures may be required to construct the scheme, alongside off-peak temporary traffic signals.

Junction 5 Improvements

- 3.3.35 Figure 3.8 shows the signalisation of Junction 5 (as in Package 2). The full concept design is provided in Appendix A. Package 1 only includes the A1139 Frank Perkins Parkway southbound off-slip to be signalised. Package 2 includes the signalisation of both the northbound and southbound off-slips.

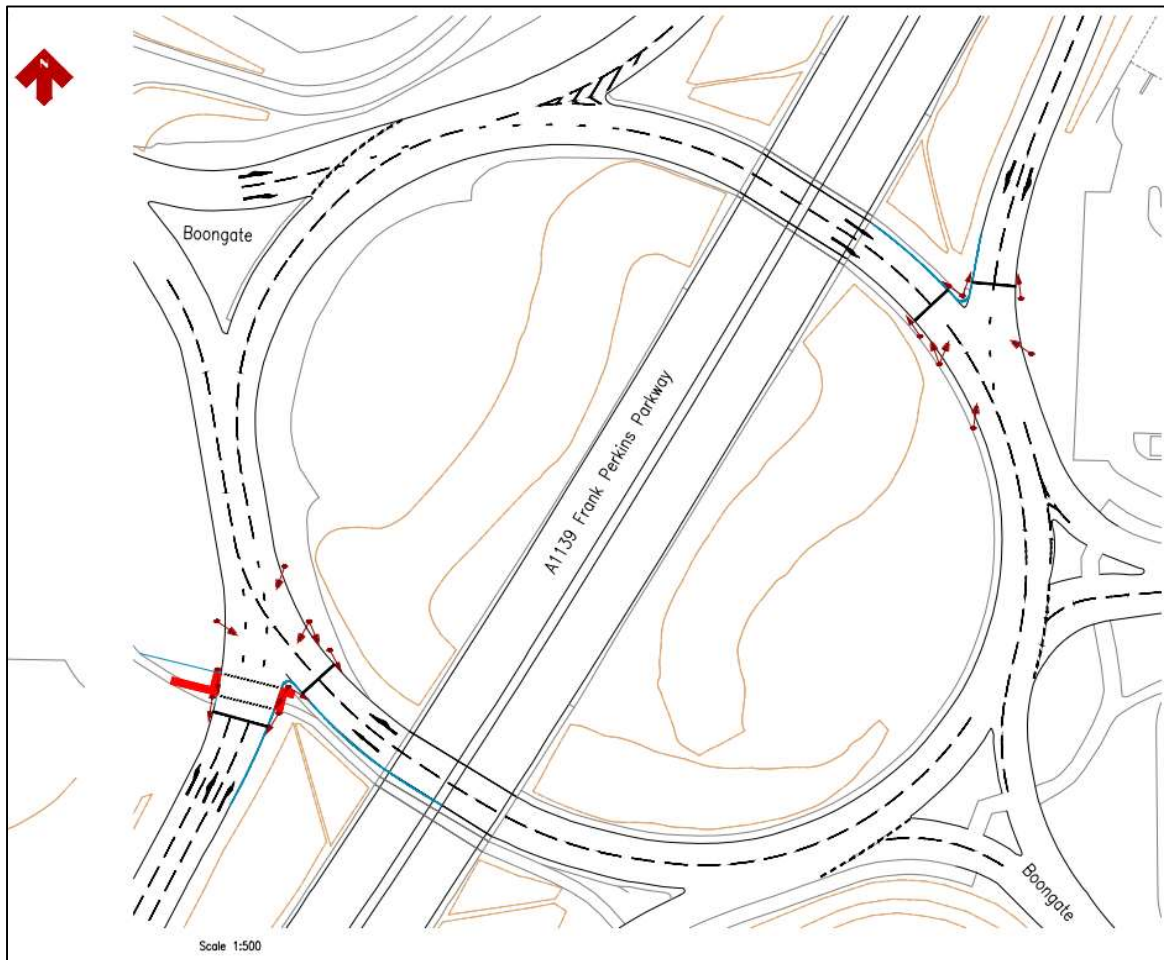


Figure 3.8: Concept Design of Junction 5 Signalisation (As in Package 2)

- 3.3.36 Further design work has updated proposals for the signalisation of the A1139 northbound off-slip approach to Junction 5 to remove the left dedicated lane that was included in the scheme at SOBC, and instead incorporate the left turn lane into the signalisation at the main junction. The revised three lane approach has been adopted over the left dedicated lane as further design work identified that significant and costly groundworks would be required to support the left dedicated lane, and that it would have a significant impact on tree and vegetation loss.
- 3.3.37 The phasing of signals has been designed to avoid queues forming onto the A1139 Frank Perkins Parkway, and the signals at the northbound off-slip will provide a formal crossing for pedestrians and cyclists (Package 2 only).

- 3.3.38 All the land required to deliver these improvements is within the highway boundary. There are known to be services within vicinity of junction, however it is not currently anticipated that these will have a significant impact on scheme delivery.
- 3.3.39 Delivery of the proposed improvement is considered to be relatively straightforward in construction terms, with weekend slip-road closures likely to be required.

Junction 39 Improvements (Minor Upgrade)

- 3.3.40 Both Package 1 and 2 include signalisation of Junction 39. This improvement was not included as part of the strategic assessment in the SOBC but has been identified by the operational modelling assessment (discussed later in Chapter 5).
- 3.3.41 Figure 3.9 shows the concept plan for the proposed junction improvement. The full concept design is provided in Appendix A.

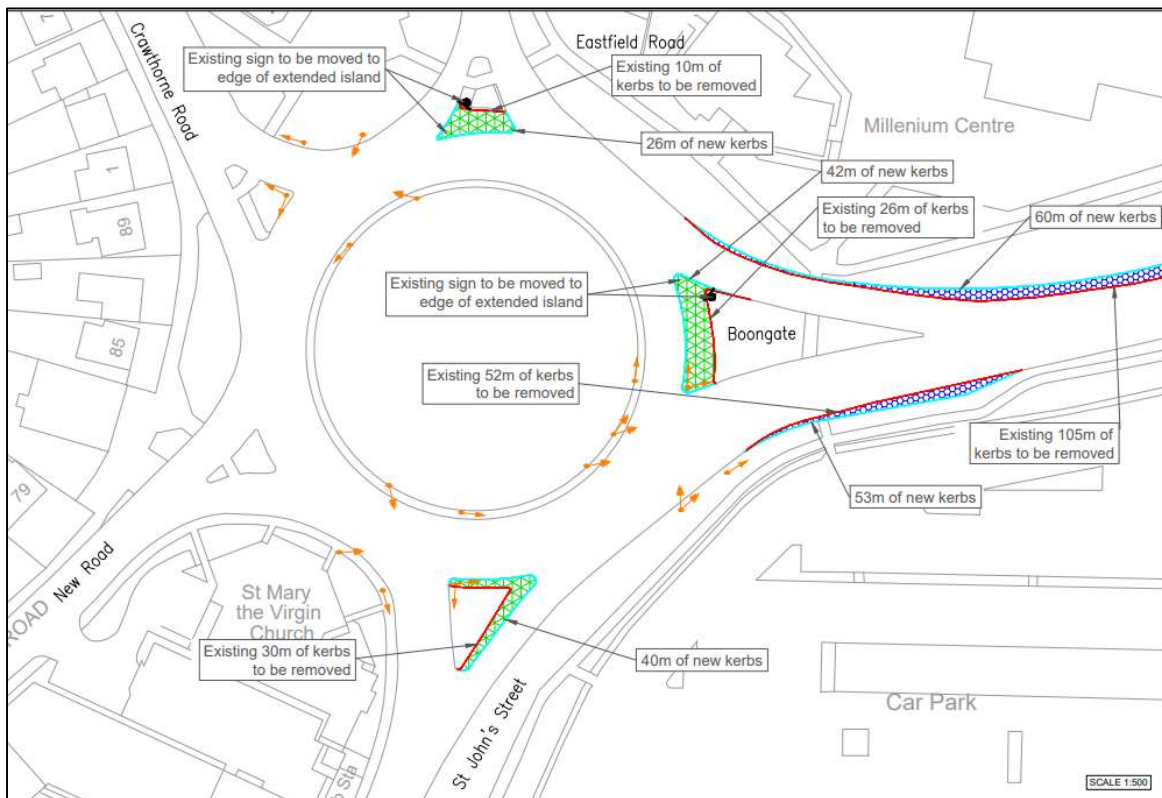


Figure 3.9: Concept Design of Junction 39 Signalisation

- 3.3.42 Although the signalisation of Junction 39 provides benefits to the operation of junction in both packages, there is still uncertainty on the appropriate junction at St John's Street / Wellington Street to accommodate vehicles exiting the car park. In addition, there is a significant severance caused by the junction for pedestrians and cyclists. Controlled crossings would be provided at the stop lines on approaches, however the provision of controlled crossings on the exits of the junction significantly reduce capacity and reduce the operational efficiency of the junction.

Junction 39 Improvements (Major Upgrade)

- 3.3.43 In addition to the minor upgrade described above, a much more significant overhaul of the Junction 39 area has been emerged from the current phase of design work. A more significant response to the challenges at this location is needed due to the active travel limitations associated with the existing layout of Junction 39 (which is not significantly altered by the minor upgrade proposals), the operational issues associated with the St John's Street / Wellington Street Roundabout and the increasing opportunity to support the evolving City Centre Transport Vision
- 3.3.44 Concept proposals for a major of upgrade for Junction 39 have now been developed and the proposal is shown is Figure 3.10 beneath. The intention is to include this proposal as part of Package 2 (replacing the minor upgrade of Junction 39) in the next stage of work (Preliminary Design and OBC).

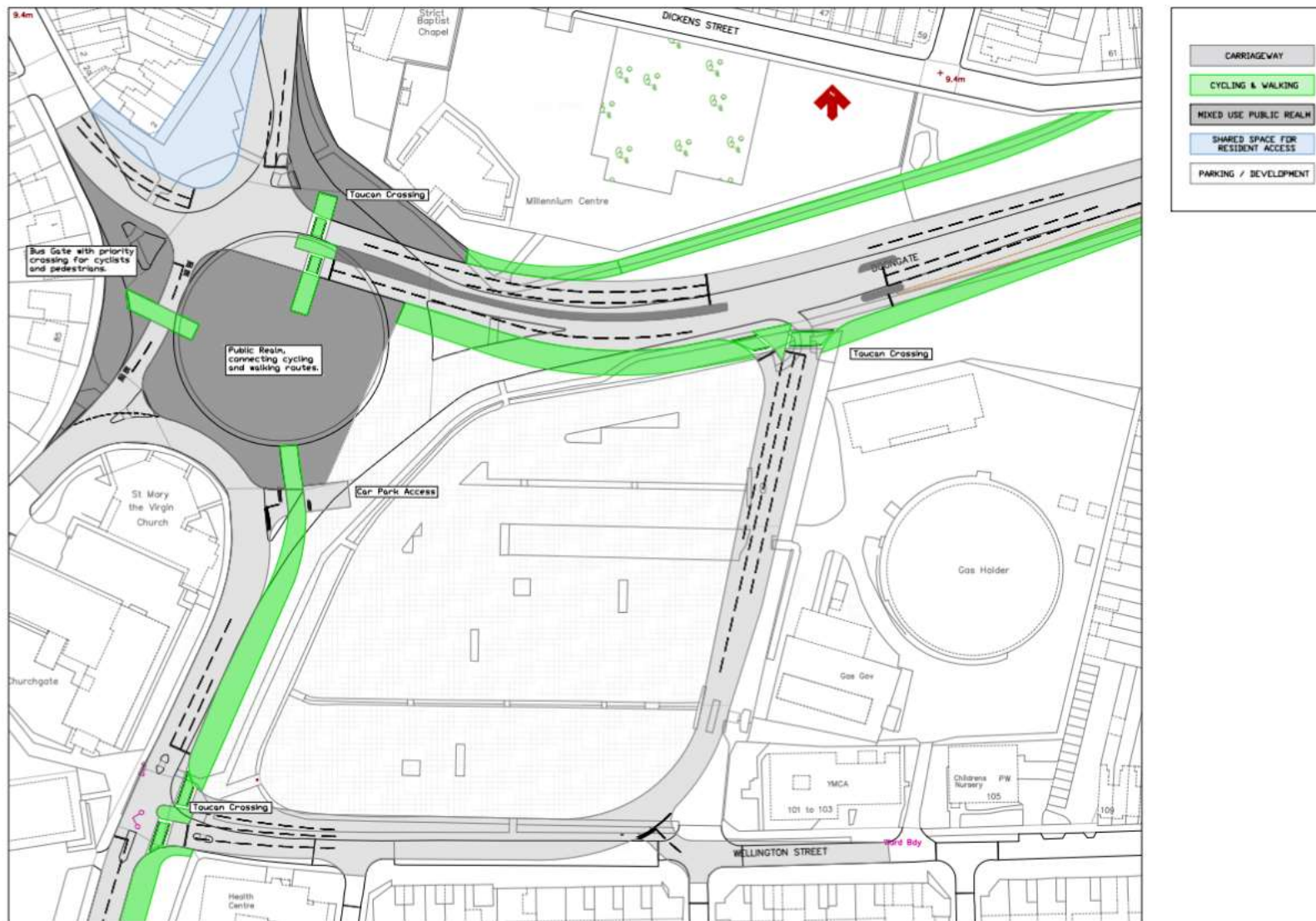


Figure 3.10: Junction 39 Major Upgrade Proposed for Package 2

3.3.45 The proposal for Junction 39 will dramatically change the form of junction and how traffic travels through it. It will accommodate vehicles wishing to enter and exit the car park, reducing the pressure on the St John's Street / Wellington Street junction, and significantly improve provision for pedestrians and cyclists.

3.3.46 Further assessment and design will be required at the next stage to optimise the layout and performance of the junction for all users.

Active Travel Improvements

3.3.47 The University Access Study also includes a range of pedestrian and cycling improvements across the study area. The improvements focus on improving the connections between the Wellington Street Car Park and the Embankment Area as well as improving connectivity to the Embankment from the wider area.

3.3.48 The walking and cycling improvements are discussed in turn below and detailed in Figure 3.11 (in red). Note that the improvements shown in blue are complimentary improvements that are being delivered through other workstreams and are beyond the scope of this project.

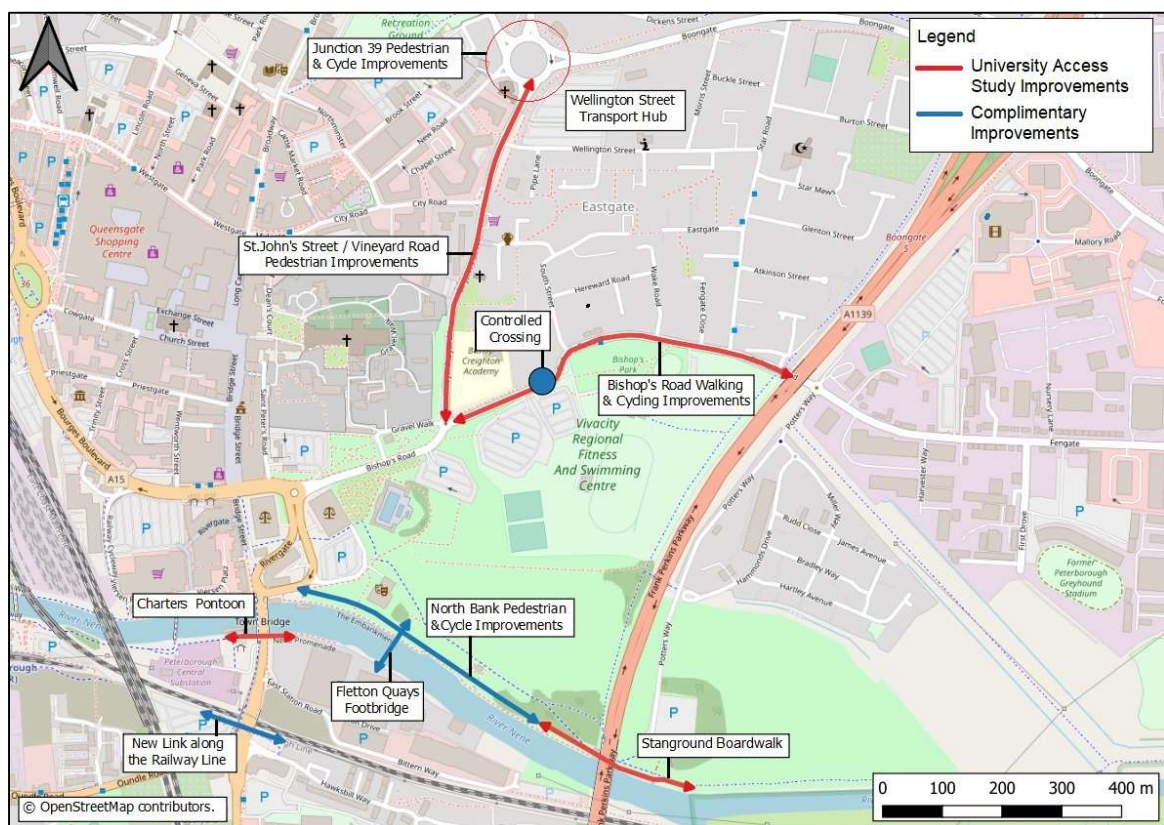


Figure 3.11: Walking and Cycling Improvements in Study Area

- 3.3.49 Pedestrian improvements are included to the eastern side of St John's Road / Vineyard Road as the key walking route between the Wellington Street Car Park and the Embankment. Improvements will comprise of improving the public realm along the route, as well as surfacing, wayfinding, and removal of street clutter. The public realm improvements will align with the LDA Public Realm Strategy for Peterborough City Centre.
- 3.3.50 The revised layout of Junction 39 as part of Package 2 will enable significant pedestrian and cycle improvements to be made in the area, particularly with regards to controlled crossing points to overcome the significant levels of severance in the area. Crossing the junction is currently difficult, with a mixture of controlled and uncontrolled crossing points, including an uncontrolled crossing over the three approach lanes of Boongate as shown in Figure 3.12 beneath.



Figure 3.12: Existing Uncontrolled Crossing over Boongate

- 3.3.51 Bishop's Road between Junction 37 and Junction 38 already has some excellent pedestrian and cycle facilities in the form of a shared-use path, and the improvements proposed will extend these facilities along the southern edge of Bishop's Road between Junction 38 and the A1139 Frank Perkins Parkway Bridge. The improvements will include widening the existing infrastructure, re-surfacing, and wayfinding.
- 3.3.52 The walking and cycling improvements will also include the Charters Pontoon and Stanground Boardwalk schemes. Both schemes will provide key new connections to the Embankment Area from both the east and west and connect into existing and under-utilised pedestrian and cycling networks.
- 3.3.53 Charters Pontoon will provide a crucial link under Town River Bridge. At present, pedestrians are required to cross over the A15 London Road, which is a busy route, to continue the walk along the south bank of the River Nene.

- 3.3.54 Stanground Boardwalk will provide a pedestrian link under the A1139 Frank Perkins Parkway alongside the south bank of the River Nene connecting Stanground with Fletton Quays.
- 3.3.55 Fletton Quays Footbridge is being developed as part of Peterborough's Towns Fund programme. The provision of the footbridge will provide a key connection between Fletton Quays and the Embankment Area, linking the sites with the wider areas of Woodston, Fletton and Stanground via the pontoon and boardwalk described above. The Towns Fund is also improving the walking and cycling infrastructure along the North Bank of the River Nene, including improved surfacing and lighting as well as installations of public art.
- 3.3.56 The University of Peterborough Planning Permission secured the implementation of a controlled crossing on Bishop's Road between Junction 38 and South Street.

3.4 Summary

- 3.4.1 This section has assessed the design and construction of each of the improvements in Package 1 and Package 2. The assessment has shown that there are not considered to be any insurmountable design or construction challenges with either package.
- 3.4.2 Package 1 includes a two lane off-slip from the A1139 Frank Perkins Parkway to Bishop's Road to form a new Junction 4a. A roundabout will connect the new slip road into the existing highway network at Bishop's Road. A new underpass will be included beneath the new slip road to ensure that walking and cycling connections between the City Centre and Fengate are maintained.
- 3.4.3 The land required to construct the new off-slip is within ownership of the Council. However, the provision of the new off-slip will impact the Bishop's Road recreation area, reducing its size.
- 3.4.4 The concept design has tried to minimise the impact on the Corsican Elms through realignment of the road, with only two trees requiring removal. Four other trees (of different species) will also need to be removed on the southern side of the recreation area.
- 3.4.5 Construction of the new northbound off-slip is not considered to be difficult, as much of the slip-road can be built off-line with night-time or weekend closures used for tie-ins at either end.
- 3.4.6 Package 2 includes the upgrade of the existing single carriageway to a dual carriageway between Junction 5 and Junction 39 by widening to the north of the existing road. The Star Road Bridge and the Mellows Close Subway will be widened to accommodate the dualling as part of the scheme.
- 3.4.7 The land required to construct the dualling is within the highway boundary or Community Related Asset (CRA) land which is controlled by the Council. The dualling of Boongate will impact the current turning head on Dickens Street which will require relocation. Several parking spaces on Dickens Street may be lost to this relocation, as well as a portion of the tree and shrub belt, requiring complimentary landscaping works to offset the impact.
- 3.4.8 Construction of this scheme can predominantly be undertaken off-line, with no disruption to the existing network. However, Star Road may need closing for a duration whilst the bridge widening works are undertaken. Similarly Mellows Close underpass will also require closure for a potentially lengthy duration. The street lighting will need to be moved to the central reserve once the road is widened, which will require a wider central reservation and therefore more land.
- 3.4.9 Consideration will need to be given on how best to minimise disruption to a key route into the City Centre from the Parkway Network, and what impacts and constraints are associated with night-time working in an urban area close to residential areas.

4. Environmental Assessment

4.1 Introduction

4.1.1 This chapter sets out the environmental assessment for Package 1 and Package 2. The environmental assessment has been focused on the significant new pieces of infrastructure in each package: the new northbound off-slip (Junction 4a) in Package 1; and the dualling of Boongate in Package 2 and will assist with determining the preferred option from an environmental perspective.

4.2 Environmental Assessment

4.2.1 An Environmental Appraisal has been completed for each of the following areas:

- Air Quality
- Archaeology and Cultural Heritage
- Landscape and Visual
- Biodiversity
- Noise and Vibration
- Water: Hydrology and Drainage
- Socio Economic and Community Impacts
- Socials and Geology.

4.2.2 The findings for each area are summarised in this Chapter. The full Environmental Assessment Report is included in Appendix B.

4.2.3 There are a number of interrelationships between the different environmental areas. For example, the historic environment and landscape in relation to the effects on the setting of built heritage assets, and biodiversity and water in relation to the effects on freshwater and intertidal habitat. Where there are interrelationships, they have been considered and reported in line with the appropriate guidance to prevent double counting of effects.

4.2.4 For each environmental area discussed below, baseline environmental conditions and constraints have been discussed, alongside operational and construction impacts. A Red Amber Green (RAG) system has been used to assess each environmental area to assist in determining environmental issues from the outset and ensure potential issues are appropriately addressed.

4.2.5 Table 4.1 presents the criteria have been used to determine the RAG ratings for individual environmental topics.

Table 4.1: RAG Criteria for Environmental Assessment

RAG Rating	Criteria for each rating
Red	A Red rating is for those environmental areas in which overall environmental effects (during construction and/ or operation phases) are likely to be significantly adverse, and which would be difficult to mitigate sufficiently (i.e., significant residual effects would be likely).
Amber	An Amber rating has been given to environmental areas where overall effects (during construction and/ or operation phases) would be potentially significant adverse but can be appropriately mitigated.
Green	A Green rating has been attributed to environmental areas where overall effects (both construction and/ or operation phase) are likely to be either Neutral or Beneficial (Slight, Moderate or Major) based on the current design.

- 4.2.6 The risk rating is preliminary and will need to be reviewed following more detailed environmental assessments. Once the preferred Package has been identified, it could be subject to a Planning Application under the Town and Country Planning Act 1990 (as amended). To support any Planning Application, further environmental assessment would be required for those environmental topics where there is potential for environmental effects.

4.3 Air Quality

- 4.3.1 There are no Air Quality Management Areas (AQMAs) within a 2km of the proposed northbound off-slip or Boongate Dualling.

Operational Impacts

- 4.3.2 Residential receptors located within 200m of the potential sites may experience a permanent benefit in terms of air quality impacts, although other roads may experience adverse effects.
- 4.3.3 Consideration for the wider area should also be given when assessing air quality and as such, the proposed car park has the potential to result in a reduction in traffic entering the City Centre and could therefore improve the air quality within the city.
- 4.3.4 At this stage in the assessment of each of the Packages, the overall effects upon Air Quality are difficult to determine. However, a full assessment of the potential effects upon Air Quality receptors, will be completed as part of the preliminary design, which will take account of air quality monitoring data and traffic data.

Construction Impacts

- 4.3.5 Construction plant and machinery have the potential to temporarily reduce air quality at nearby receptors, through emissions of nitrogen oxides (NO_x), particulates (PM₁₀ and PM_{2.5}) and other combustion related pollutants. The likely duration of works and traffic management arrangements are still to be finalised but could influence mitigation requirements during construction.
- 4.3.6 Adverse effects resulting from dust emissions may also occur however the employment of good practice measures would reduce adverse effects. Assuming works are carried out in accordance with best practice and a Construction Environmental Management Plan is strictly implemented overall effects are likely to be 'Slight Adverse'.

RAG Rating

- 4.3.7 An Amber rating has been given for Air Quality for both proposed northbound off-slip or Boongate Dualling. Overall effects are likely to be 'slight adverse' during construction. Operational effects have the potential to be 'slight adverse due to additional traffic flow on the highway network.
- 4.3.8 At this stage in the assessment of options, it is not considered likely that there would be a substantial difference in the likely Air Quality effects between the two proposed options.
- 4.3.9 Further assessment will consider the impact of the preferred option at preliminary design stage.

Assessment Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Air Quality		

4.4 Archaeology and Cultural Heritage

- 4.4.1 There are no Scheduled Monuments within 1km of either the northbound off-slip or Boongate Dualling. There are no registered Parks and Gardens or Registered Battlefields within 1km of the proposed options.
- 4.4.2 Both the northbound off-slip or Boongate Dualling are within 1km of Peterborough City Conservation Area. The conservation area has a number of key landmark buildings including the Cathedral, the Guildhall, and the Church of St John the Baptist.

Operational Impacts

- 4.4.3 The new northbound off-slip has the potential to impact the setting of high value heritage asset, Peterborough Cathedral. Further design would need to be informed by a heritage assessment on the impacts on views to/from the Cathedral.
- 4.4.4 The dualling of Boongate is unlikely to affect the long-term viability of designated cultural heritage resources given the current highway setting.

Construction Impacts

- 4.4.5 The new northbound off-slip has an increased potential for unearthing unknown archaeological remnants within the greenbelt areas traversed by the site. Therefore, appropriate measures such as an archaeological watching brief or archaeological recording would be required to ensure any impact on archaeology can be appropriately mitigated.
- 4.4.6 Boongate Dualling is anticipated to have little potential for unearthing unknown archaeological remnants within the greenbelt areas traversed by the site.
- 4.4.7 For both options, strict implementation of a Construction Environmental Management Plan will be required during construction.

RAG Rating

- 4.4.8 Overall, the effects during construction at both sites would be significant with the potential for unknown archaeological finds to be uncovered and damaged during construction.
- 4.4.9 The new northbound off-slip has the potential to impact the setting of nearby designated assets such as Peterborough Cathedral. A thorough assessment of the impact would need to be undertaken as part of any further design work to take account of the significance of the scheme on the heritage in the area. The northbound off-slip has a red rating due to the potential higher risk to archaeology and cultural heritage during delivery of the scheme.
- 4.4.10 An amber rating has been attributed to Boongate Dualling.

Assessment Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Archaeology and Cultural Heritage		

4.5 Landscape and Visual Impact

- 4.5.1 There are no Areas of Outstanding Natural Beauty (AONB) or National Parks within the study area. The dominant pattern of the landscape at the proposed northbound off-slip and at Boongate comprises of areas of residential and commercial buildings, amenity grassland, vegetation and hard standing (associated with the existing road network).
- 4.5.2 Numerous visual receptors are located within both options theoretical Zone of Visual Influence.

Operational Impacts

- 4.5.3 Both proposed options have the potential to permanently alter the landscape character of the surrounding area through a perceptible visual increase in the area of hardstanding and the addition of above ground infrastructure such as street lighting.
- 4.5.4 Visual impacts are likely to be unavoidable given the varied elevation of the surrounding area and locations of proposed options.
- 4.5.5 The new northbound off-slip would be in an elevated position with prominent views from the city and surrounded by mature vegetation. Well-established Corsican Elm Trees may be affected by the proposals and therefore detrimental visual effects for a number of receptors may be unavoidable until reinstatement screening vegetation has matured (approximately 15 years).
- 4.5.6 There is also potential for visual impacts at night with the installation of new street lighting as part of either option. However, it may be possible to remove existing street lighting close to residential properties along Boongate as part of the dualling scheme (Package 2) due to changes to the Council's street lighting policy since the original infrastructure was installed. This would need to be confirmed through further highway design and road safety work. The northbound off-slip would need to be lit as it forms the approach to a junction (within 100 metres).
- 4.5.7 Given the urban nature of sites, and the presence of road and communications infrastructure within the locality, the tranquillity of the local area is not anticipated to be affected any further by the proposed options. Mitigation measures such as replanting would reduce permanent effects for many receptors in the long term.
- 4.5.8 Overall, given the high value local and surrounding landscape, the presence of numerous high value receptors, Peterborough Cathedral and the permanent installation of above ground infrastructure associated with both options, there is potential for significantly adverse landscape character and visual operational impacts on receptors without adequate mitigation. This would need to be fully developed as part of the Landscape and Visual Impact Assessment of the preferred option. This will need to consider if mitigation measures such as temporary or permanent fencing or screening may be necessary.

Construction Impacts

- 4.5.9 The presence of construction machinery, plant and stockpiling of materials would be likely to adversely impact upon the landscape character of the surrounding area.
- 4.5.10 Temporary changes to the landscape are considered to be unavoidable as a result of either option during the construction period, particularly given the varied elevation within the area. The clearance of vegetation during construction is likely to open-up views of the works area and would result in visual impacts on numerous receptors (high value receptors include residential properties and Parkland).

- 4.5.11 Vegetation clearance and construction machinery would also be visible from Peterborough Cathedral during construction of the new northbound off-slip which would be likely to result in adverse effects on landscape character for a temporary period. An effective mitigation strategy to minimise effects through screening and minimising the storage of materials for example would need to be developed.

RAG Rating

- 4.5.12 An Amber rating has been attributed to Landscape and Visual Impact. Overall, effects during construction and operation have potential to be 'significant adverse' for both the proposed northbound off-slip and Boongate Dualling. However, given the context of the location and with appropriate mitigation measures and enhancements put in place, it is anticipated that these adverse effects can be reduced through appropriate mitigation. At this stage in the assessment of options, it is not considered likely that there would be a substantial difference in the likely landscape and visual effects between either of the proposed options. Therefore, both the northbound off-slip and Boongate Dualling have been assigned an amber rating.

Assessment Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Landscape and Visual Impact		

4.6 Biodiversity

- 4.6.1 There are no statutory designated sites for nature conservation within the study area. No Special Protection Areas, Ramsar or National Nature Reserves have been identified within the vicinity of the proposed options.
- 4.6.2 The Nene Washes Special Protection Area (SPA), Ramsar and Site of Special Scientific Interest (SSSI) is located approximately 1.2km south of each option at its closest point.
- 4.6.3 None of the sites contain ancient woodland.

Operational Impact

- 4.6.4 Operational impacts resulting from both the northbound off-slip and Boongate Dualling are likely to include the potential loss of habitat for bats and breeding birds.
- 4.6.5 Therefore, there is potential for habitat creation and enhancement to be a requirement for either option, to ensure that the overall project achieves a net biodiversity gain (which is in line with local and national policy). Assuming this mitigation and / or enhancement measures are put in place, overall effects on protected species and habitats are likely to be minimised.

Construction Impact

- 4.6.6 There is potential for adverse effects upon protected species, in the absence of mitigation, on bats and breeding birds with the requirement for removal of vegetation and mature trees, as well as disturbance from temporary construction machinery and lighting. Targeted ecological surveys for protected species would need to be undertaken in advance of the works of either option which would inform any licence that may be required (should protected species be confirmed at the site).
- 4.6.7 With appropriate mitigation and enhancement measures, and with works undertaken at an appropriate time of year (which would minimise effects to relevant protected species, if present), overall effects on nature conservation are likely to be minimised.
- 4.6.8 The area adjacent to both the proposed northbound off-slip and Boongate Dualling support foraging and commuting bats, and therefore night-time working or lighting during the construction phase should carefully consider how to minimise potential disturbance.

RAG Rating

- 4.6.9 An amber rating has been attributed to Biodiversity for both the proposed northbound off-slip and Boongate Dualling. Overall, effects during the construction and operation phases have the potential to be significantly adverse. However, with appropriate mitigation and enhancement measures put in place, adverse effects are likely to be reduced.
- 4.6.10 From an ecological perspective and based on the findings from the ecological work undertaken to date, it is considered that Option 1 would be more ecologically favourable than Option 2. However, at this stage of the assessment it is not considered likely that there would be a substantial difference in the likely impacts upon nature conservation features between the proposed options. Therefore, both the northbound off-slip and Boongate Dualling are considered to be amber.

Assessment Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Biodiversity		

4.7 Noise and Vibration

- 4.7.1 Residential properties, places of worship, schools and numerous commercial dwellings have been identified within 500m of the proposed sites.

Operational Impact

- 4.7.2 Both of the proposed options would be likely to result in a change in noise and vibration levels, through the presence of numerous sensitive receptors within close proximity once built. through the presence of numerous sensitive receptors within close proximity of the scheme. Therefore, monitoring of the baseline noise and vibration levels within the study area would be necessary to ensure operational noise and vibration levels are adequately assessed.
- 4.7.3 With appropriate mitigation, potentially including acoustic fencing or bunds or secondary glazing for adversely effected properties, the overall effects are likely to be minimised.

Construction Impact

- 4.7.4 Numerous sensitive receptors are located within close proximity of both the proposed northbound off-slip and Boongate Dualling. They are both likely to alter noise and vibration baseline levels during construction, through construction activities and the presence of construction machinery and vehicles, although the varied topography of the area is likely to have implications on the noise conditions at receptors.
- 4.7.5 The effect upon the noise environment for sensitive receptors would be dependent on the type of construction plant involved, time of day in which works will be undertaken and the duration of works. Measures setting out noise restrictions will need to be agreed through consultation with the local authority prior to construction. At this stage in the assessment of options, the overall effects upon noise sensitive receptors are difficult to determine.
- 4.7.6 However, a full assessment of the potential Noise and Vibration effects would be completed for the preferred option, which will include appropriate mitigation requirements.
- 4.7.7 Strict implementation of the CEMP during construction would be required, and acoustic barriers may be required to protect properties within very close vicinity.

RAG Rating

- 4.7.8 There is the potential for either scheme to result in significant effects during construction and operation. However, with appropriate mitigation put in place adverse effects are likely to be reduced to an acceptable level (through the provision of noise barriers, secondary/double glazing, and low noise surfacing).
- 4.7.9 At this stage in the assessment of site options, it is not considered likely that there would be a substantial difference in the likely impacts upon the noise and vibration environment for sensitive receptors between any of the proposed sites. Therefore, both Package 1 and Package 2 are therefore considered to be Amber.
- 4.7.10 Further assessment will be undertaken as part of the preliminary design of the preferred option to understand the impact and any mitigation measures that will be required in during the construction and operational phases.

Assessment Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Noise and Vibration		

4.8 Water Environment: Hydrology and Drainage

- 4.8.1 The study area for the appraisal was defined as the area of each option and any surface water features, groundwater features or water dependent designated sites located up to 0.5km from the site. Both the proposed northbound off-slip and Boongate are located in Flood Zone 1.

There are no key surface water features or designated sites within the study area.

Operational Impacts

- 4.8.2 Both the proposed northbound off-slip and Boongate Dualling would result in an increase in hardstanding (and impermeable area) which has the potential to increase the risk of flooding. Alteration to flow characteristics could impact upon the geomorphology of the surrounding surface water drains that may affect channel erosion and deposition processes. A Flood Risk Assessment (FRA) would be required for the preferred option.
- 4.8.3 The use of Sustainable Drainage Systems (SuDs) should be used where possible. Overall long-term effects are likely to be minimised if mitigation measures and drainage are designed to ensure there will be no additional flood risk from surface water runoff.

Construction Impacts

- 4.8.4 Although the aquifer at depth is in an area of medium-high groundwater vulnerability, proposed activities are confined to surface strata and as such there is limited connectivity and no pathway for significant risk to occur. Mitigation measures outlined within a CEMP will further prevent any adverse impact on key features.

RAG Rating

- 4.8.5 A green rating has been attributed to water environment. Both the proposed northbound off-slip and Boongate Dualling were considered to have an assessment score of neutral because they have no appreciable effect on the identified features. The risk to water quality and biodiversity of the surrounding surface water features is low. All watercourses are artificial drains and have low geomorphological and ecological value.
- 4.8.6 An increase in hardstanding (and impermeable area) which has the potential to increase the risk of flooding. Operational drainage will be designed to ensure there will be no additional flood risk from surface water runoff.

Assessment Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Water Environment: Hydrology and Drainage		

4.9 Socio-Economic and Community Impacts

- 4.9.1 Local communities are present within the vicinity of the proposed northbound off-slip and Boongate Dualling.
- 4.9.2 The land uses within the area predominantly comprises of residential housing, social infrastructure, highways, on/off-street car parking and recreational land.
- 4.9.3 The area surrounding the proposed northbound off-slip also provides significant urban green space.

Operational Impacts

- 4.9.4 Boongate Dualling is likely to benefit the local community with potential pedestrian and cyclist infrastructure being delivered along Bishop's Road and St John's Street. Although this may be possible with the new northbound off-slip, the volume of traffic on Bishop's Road and St John's Street may deter trips by sustainable travel modes. The potential reduction in congestion along Bishop's Road would also benefit the local community and reduce severance between the residential areas and the Embankment.
- 4.9.5 The proposed northbound off-slip will result in a loss in green space which is used by the community, i.e., specifically the area close to the proposed northbound off-slip which is currently used as a recreational ground.

Construction Impacts

- 4.9.6 During construction, both of the proposed options are likely to result in an increase in construction jobs which is likely to benefit the local economy. However, disturbance because of construction related activities and machinery may temporarily affect receptors within the vicinity of the schemes including residential properties, places of worship and schools. There is also the potential for community land to be temporarily affected, and the construction of the northbound off-slip would impact the adjacent urban green space which is used for recreational activities.

RAG Rating

- 4.9.7 A green rating has been attributed to Socio-economic and community impacts for Boongate Dualling. During the construction phase a Slight Adverse effect is anticipated as a result of disturbances for the local community. Long term effects may vary, but on balance they are likely to benefit the community. However, the location of the proposed northbound off-slip adjacent to the recreational urban green land is a potential higher risk to the delivery of this option.

Assessment Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Socio-Economic and Community Impacts		

4.10 Soils and Geology

- 4.10.1 No Geological SSSI or Regionally Important Geological or Geomorphical (RGIS) have been identified within 1km of either of the proposed options.
- 4.10.2 The proposed northbound off-slip is located within <50m of a Historic Inert Landfill site. The site comprises two separate parcels of land within the wider site which formerly contained the Potters Way sewage treatment works.
- 4.10.3 No historic or authorised landfills have been identified within the extent of Boongate Dualling.
- 4.10.4 Agricultural Land Classification (ALC) surveys would likely indicate that the land around the proposed sites is mostly Grade 4 (poor) urban.

Operational Impacts

- 4.10.5 Contaminants are unlikely to become permanently mobilised as a result of the either option, with soils likely to be regraded (where possible) to their previous quality.
- 4.10.6 The proposed northbound off-slip will result in the permanent loss of recreational urban green land if taken forward.

Construction Impacts

- 4.10.7 Excavations would be required for both of the proposed options, although it is not known to what depth this is required.
- 4.10.8 There is potential for contaminated land to be present within either of the site extents, and as a result, it will be necessary to consult with Peterborough City Council's Contaminated Land Specialist to determine appropriate soil sampling requirements for the options. A full Ground Investigation would be prepared in advance of works, and where necessary, an appropriate remediation strategy put in place.

RAG Rating

- 4.10.9 A green rating has been attributed to Soils and Geology. Overall, there is potential for a 'Slight Adverse' impact during construction, with the potential disturbance of contaminated land. However, with appropriate mitigation put in place adverse effects are likely to be reduced to an acceptable level.
- 4.10.10 At this stage in the assessment of the two options, it is not considered likely that there would be a substantial difference in the likely impacts upon geology and soils. There both the northbound off-slip and Boongate Dualling are rated as green.

Assessment Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Soils and Geology		

4.11 Summary of Environmental Assessment

4.11.1 Table 4.2 below shows the summary of the RAG status for each of the environmental areas for both the northbound off-slip and Boongate Dualling.

Table 4.2: Summary of Environmental Assessment

Environmental Area	Northbound Off-slip (Package 1)	Boongate Dualling (Package 2)
Air Quality		
Archaeology and Cultural Heritage		
Landscape and Visual		
Biodiversity		
Noise and Vibration		
Water: Hydrology and Drainage		
Socio Economic and Community Impacts		
Soils & Geology		
Summary	<ul style="list-style-type: none"> The northbound off-slip is situated upon recreational urban green land and should be noted as a potential higher risk to the delivery of the scheme. It has potential to impact the setting of high value heritage asset Peterborough Cathedral. Well-established Corsican Elm trees which have a high community asset value situated adjacent to the proposed off-slip and will be affected. 	<ul style="list-style-type: none"> Boongate provides a favourable habitat for protected species comprising trees, tall ruderals, wildflowers, and scrub.

- 4.11.2 The overall environmental assessment of the northbound off-slip is Amber and for Boongate Dualling is Amber/Green. This is based on the assumption that appropriate mitigation would be included as part of the scheme design and construction methodology and would be fully developed as the either scheme progresses.
- 4.11.3 Mitigation may take the form of a CEMP to be implemented by the Contractor during construction, and a fully integrated landscape and ecological design, which would minimise long-term adverse effects upon nature conservation and the local landscape and would provide opportunities for biodiversity enhancements. However, residual risks remain that require further investigation/ environmental assessment, to fully determine the likely scope and scale of mitigation requirement, such as the potential requirement for acoustic attenuation or landscaping.
- 4.11.4 Protected species surveys may also be required, which would inform the potential requirement for works to be progressed under a licence to be granted by Natural England (where protected species are present), with appropriate mitigation and monitoring in place.
- 4.11.5 It should be noted that this preliminary assessment has identified that there are a number of additional constraints for the northbound off-slip when compared to Boongate Dualling and which present a greater risk to the delivery. The proposed northbound off-slip is also partially located on recreational ground/urban green space. As a result, the environmental risk for this site is considered to be Amber.
- 4.11.6 Each of the proposed options exceed the threshold of 1 hectares of development. As a result, both options are considered as Schedule 2 development under the EIA Regulations and will require Screening for Statutory EIA. The Screening Opinion will be made by the Local Planning Authority (LPA) and will be determined according to the likelihood of the proposals to result in significant adverse effects upon the environment. Where statutory EIA is required, this would be prepared in the form of an Environmental Statement (ES), to be submitted to the LPA in support of any Planning Application. Where statutory EIA is not required, stand-alone environmental assessments may still be required to accompany any Planning Application.

5. Operational Assessment

5.1 Introduction

- 5.1.1 This chapter sets out the operational modelling undertaken for Package 1 and 2. The purpose of the assessment is to compare the operational performance and impact of each package on the highway network in the study area.

5.2 Modelling Approach

- 5.2.1 A bespoke Aimsun Next (version 20) microsimulation model was built for the purpose of assessing the two packages in detail.

- 5.2.2 Aimsun Next is based on car following and lane change theory which allows for the analysis of motorised traffic operations under conditions such as:

- Lane configuration
- Traffic composition
- Traffic controls such as fixed or actuated traffic signals and give ways
- Public transport stops

- 5.2.3 The Aimsun Next traffic model has been constructed to represent the morning (AM) peak hour from 08:00 to 09:00, and an evening (PM) peak hour from 17:00 to 18:00, in order to represent the most congested time periods. These peak periods were defined from the traffic surveys undertaken across the study area in September 2019, and follow the standard peak times experienced across Peterborough. A 15 minute warm-up period has been added before each model peak to populate the model network with vehicles and create representative peak period traffic conditions for undertaking peak hour analysis.

5.3 Model Development

- 5.3.1 A 2019 base model was built using traffic flows and distributions taken from the Peterborough Transportation Model 3 (PTM3) Strategic Saturn Model. PTM3 was used to identify the impacts of the two Packages at a strategic level as reported in the SOBC.

- 5.3.2 The model was validated and calibrated, using traffic counts and journey times, to ensure it represented the traffic conditions experienced by drivers on this part of the network.

- 5.3.3 To understand traffic conditions in future years, forecast year matrices from the PTM3 model were used to adjust the base year traffic matrices for the 2026 forecast year. Once growth was applied, a Do Minimum (DM) scenario was created.

- 5.3.4 Growth beyond 2026 has not been reported for the operational modelling. It was found that growth beyond 2026 exceeded the network capabilities operationally within microsimulation. Future strategies, such as the City Centre Transport Vision, will likely introduce transport interventions beyond 2026 that better manage the demand entering the study area and limit the impact of planned developments on the highway network.
- 5.3.5 Package 1 and Package 2 improvements were created in the model to create a Do-Something scenario. The operational modelling identified delay occurring at Junction 39 in both Packages, so a scheme to signalise the junction was developed and forms part of both Package 1 and Package 2.
- 5.3.6 Each Package was tested to understand its impact on the operational performance on the network.
- 5.3.7 Package 1 includes the following schemes within the operational model:
- New northbound off-slip linking the A1139 Frank Perkins Parkway with Bishop's Road (Junction 4a)
 - Junction 38 – 40m flare extension on Bishop's Road East
 - Junction 5 – signalisation of the A1139 Frank Perkins Parkway southbound off-slip
 - Boongate / Fengate Junction – 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East
 - St John's Street / Wellington Street – creation of a roundabout.

Package 2

- 5.3.8 Package 2 includes the following schemes:
- Dualling of Boongate between Junction 5 and Junction 39
 - Junction 38 – 40m flare extension on Bishop's Road East
 - Junction 5 – signalisation of the A1139 Frank Perkins Parkway northbound and southbound off-slip
 - Boongate / Fengate Junction – 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East
 - St John's Street / Wellington Street – creation of a roundabout.

5.4 Model Results

5.4.1 Performance of the two packages has been assessed on sub-path performance and then for Level of Service (LOS) of the junctions within the study area. The model results are discussed in turn below.

5.5 Sub-Path Performance

5.5.1 Three sub-paths were selected for key routes in the study area to understand the impact of Package 1 and Package 2 in terms of flow, delay and travel time.

5.5.2 The routes selected were:

- Boongate (between Junction 5 and Junction 39)
- Vineyard Road (between Junction 39 and Junction 38)
- Bishop's Road / Fengate (between Junction 38 and Boongate / Fengate junction).

5.5.3 These three routes were chosen as they are the key routes between the A1139 Frank Perkins Parkway in either Package 1 or Package 2.

5.5.4 It is important to note that the figures presented in the tables represent vehicles that complete a journey along the whole route (or sub-path). Any vehicles leaving or entering the route are not accounted for.

AM Peak Hour

5.5.5 Table 5.1 shows the Sub-path results for the AM Peak Hour.

Table 5.1: Sub-Path Results: AM Peak Hour

Road	Direction	Flow (vehicles)				Delay (seconds)				Travel Time (seconds)			
		Base	DM	P1	P2	Base	DM	P1	P2	Base	DM	P1	P2
Boongate	Eastbound	1,175	1,123	738	1,068	24	16	13	59	61	53	50	59
	Westbound	1,434	1,044	861	1,509	47	222	126	29	91	266	170	73
Vineyard Road	Northbound	785	848	865	789	29	20	118	39	68	60	158	79
	Southbound	607	589	384	647	31	138	610	94	71	178	650	135
Bishop's Road	Eastbound	97	105	113	107	47	56	75	51	157	166	185	160
	Westbound	227	249	265	255	53	108	219	110	173	228	340	231

Base to Do Minimum

- 5.5.6 It is normally expected for flow to increase between the Base and Do Minimum scenarios, due to growth. However, Boongate and Vineyard Road southbound both decrease in flow, supposedly resulting in a decrease in delay. The model indicates that these trips are no longer able to reach Boongate and Vineyard Road due to increased delay at either end of these links, such as at Junction 39, Junction 38 and Junction 5.

Package 1

- 5.5.7 In Package 1, the desire lineThe route for vehicles wishing to access Wellington Street Car Park in Package 1 is via the new northbound off-slip, Bishop's Road (westbound) and Vineyard Road / St John's Street (northbound).
- 5.5.8 Both the delay and travel time on Bishop's Road / Fengate (westbound) increase by approximately 111 seconds. On Bishop's Road / Fengate (eastbound), the increase in delay and travel time is approximately 18 seconds. This increased demand from vehicles on these routes as a result of vehicles using the new northbound off-slip to access the City Centre and Fengate Industrial Area rather the Junction 5.
- 5.5.9 Examination of the model shows significant queuing on Bishop's Road and the new northbound slip in the AM Peak Hour, as shown in the screen shot in Figure 5.1.



Figure 5.1: AIMSUN Next Screenshot of New Northbound Off-Slip (AM Peak Hour - 8:30am)

- 5.5.10 Figure 5.1 shows that the provision of a new off-slip causes gridlock on the surrounding local highway network. Significant queuing is experienced on the new northbound off-slip due to the difficulty vehicles have exiting the slip road on to Bishop's Road or Fengate. The queuing extends back on to the A1139 Frank Perkins Parkway, which could negatively impact the performance of the Parkway Network in this location.
- 5.5.11 In addition, significant queuing can be seen on Fengate for vehicles travelling westbound towards the new roundabout, as well as on Bishop's Road westbound towards Junction 38.
- 5.5.12 Further improvements to Junction 38 may be possible to reduce queuing and delay. However, Bishop's Road is a low-capacity road, with residential properties to the north. There are no options to improve Bishop's Road to increase the capacity without significantly changing the nature of the road, and the road is very heavily constrained on both sides as it enters Fengate. In addition, any scheme to improve the capacity of Bishop's Road could reduce the land available for development on the Embankment.
- 5.5.13 Vineyard Road / St John's Street (northbound) also experiences an increase in delay and travel time. In Package 1, the delay is 117 seconds, which is approximately 6 times longer than the delay experienced in the DM Scenario. Travel time along the route is also approximately three times longer at 157 seconds. This is likely because many of the trips destined to Wellington Street Car Park are now coming from the new slip road, resulting in them waiting to make a right turn into Wellington Street (Or continuing up to Junction 39) causing greater delay on this link.
- 5.5.14 Figure 5.2 shows a model screenshot of the study area approximately halfway through the AM Peak Hour.

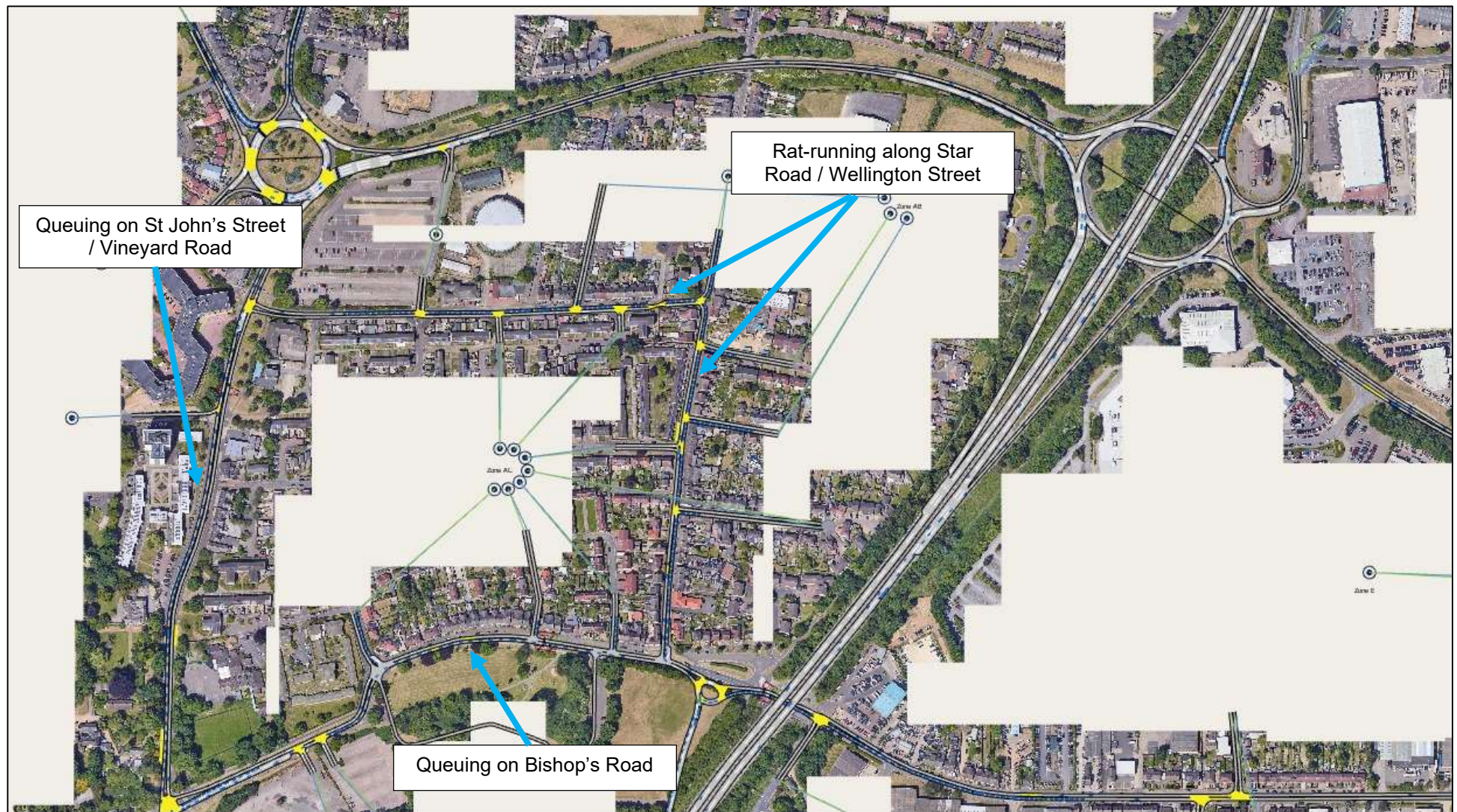


Figure 5.2: AIMSUN Next Screenshot of Vineyard Road (AM Peak Hour - 8:30am)

- 5.5.15 The screenshot shows significant queuing along Vineyard Road / St John's Street. Similar to Bishop's Road, it is a low-capacity link and there are very few options to significantly increase the capacity of this route.
- 5.5.16 Figure 5.2 also shows significant queues on Star Road. This is likely to be vehicles re-routing along Star Road in both directions to avoid delay on Bishop's Road, Vineyard Road and at Junction 38. Star Road is a residential route with traffic-calming to deter re-routing vehicles. Increasing the number of vehicles along this route would not be acceptable.
- 5.5.17 Package 1 reduces flow, delay and travel time on Boongate in both directions. This is a result of traffic using the new northbound off-slip to access the City Centre rather than Junction 5.

Package 2

- 5.5.18 In Package 2, vehicles will travel via Junction 5 and Boongate (westbound) to access the parking at Wellington. Table 5.1 shows a increase in demand on Boongate (westbound) of nearly 500 vehicles in the AM Peak Hour. Although there is a significant increase in flow, there is only a small increase in travel time (6 seconds). The delay along the route increases by approximately 40 seconds, however this is likely to be due to the introduction of traffic signals at Junction 39.
- 5.5.19 Boongate Dualling will provide a high capacity link direct from the A1139 Frank Perkins Parkway to the Wellington Street Car Park. Despite the significant increase in flows, the impact on delay and travel time is small, therefore the proposed improvements accomodate the additional traffic and Boongate operates efficiently.
- 5.5.20 Package 2 reduces delay and travel time on Vineyard Road / St John's Street and Bishop's Road / Fengate in both directions. Figure 5.3 shows a screenshot of the study area in the AM Peak Hour.



Figure 5.3: AIMSUN Next Screenshot of Study Area with Package 2 (AM Peak Hour - 8:30am)

5.5.21 Figure 5.3 shows very little queuing and delay on the network during the AM Peak Hour, and no re-routing on Star Road.

PM Peak Hour

5.5.22 Table 5.2 shows the Sub-path results for the PM Peak Hour.

Table 5.2: Sub-Path Results - PM Peak Hour

Road	Direction	Flow (vehicles)				Delay (seconds)				Travel Time (seconds)			
		Base	DM	P1	P2	Base	DM	P1	P2	Base	DM	P1	P2
Boongate	Eastbound	1,586	1,495	1,140	1,344	71	26	14	18	108	63	51	55
	Westbound	887	876	343	1,021	10	30	128	18	54	75	172	61
Vineyard Road	Northbound	715	755	861	715	20	36	51	27	59	76	90	66
	Southbound	539	467	235	539	51	262	693	134	92	302	733	176
Bishop's Road	Eastbound	109	113	105	118	44	68	93	60	154	177	202	170
	Westbound	220	254	308	297	41	78	117	78	160	198	237	198

Base to Do Minimum

- 5.5.23 It is normally expected for flow to increase between the Base and Do Minimum scenarios, due to growth. However similar to the AM Peak, Boongate and Vineyard Road southbound both decrease in flow. Significant increases in delay are also observed with Vineyard Road southbound increasing from 51 seconds of delay to 262 seconds. Boongate Eastbound is the only link that experiences a decrease in delay between the Base and Do Minimum, although this is due to the decreased flow stemming from delays at Junction 39.

Package 1

- 5.5.24 In the PM Peak, vehicles are likely to be exiting the City Centre area towards the Parkway Network. The new northbound off-slip does not accomodate these trips, therefore vehicles will use existing routes; Vineyard Road and Boongate.
- 5.5.25 Package 1 increases the delay and travel time on all routes except Boongate (eastbound). This suggests the network is not performing as efficiently as it could even with improvements, particularly on those routes which see a decrease in flow.
- 5.5.26 Boongate (eastbound) has a reduction in vehicle flow of approximately 350 vehicles, this is likely to be a result of the Junction 39 signals slowing the rate at which trips bound to Boongate can get there. Whilst this seems to be a disbenefit, other movements around the junction are likely to be benefitting greatly from this improvement. In addition, Boongate / Fengate junction is operating more effectively therefore vehicles may choose this route instead of Boongate to reach Junction 5 and the Parkway Network to avoid delay on Vineyard Road / St John's Street.
- 5.5.27 Figure 5.4 shows a screenshot of the study area for Package 1 in the PM Peak Hour.

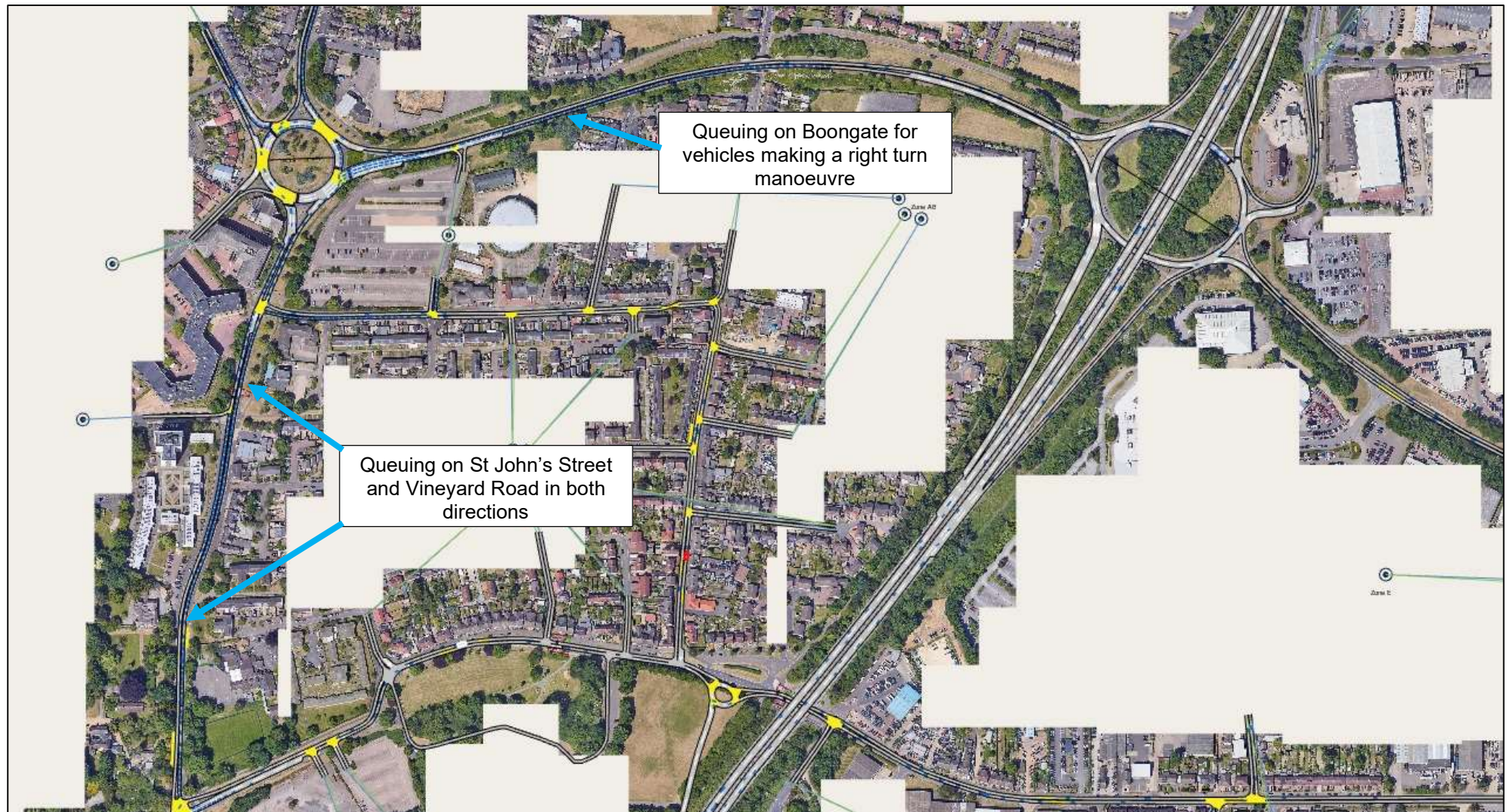


Figure 5.4: AIMSUN Next Screenshot of Study Area with Package 1 (PM Peak Hour)

5.5.28 Figure 5.4 shows significant queuing and delay on Vineyard Road / St John's Street. There is also queues on the approaches to Junction 39, particularly for vehicles wishing to make a right turn manouvre.

Package 2

5.5.29 In the PM Peak Hour, Package 2 decreases delay and travel time on all but one of the routes presented in Table 5.2. Boongate (westbound) sees a negligible increase in delay and travel time of less than 1 second. This suggests the network is operating efficiently.

5.5.30 Figure 5.5 shows a screenshot of the study area for Package 2 in the PM Peak Hour.



Figure 5.5: AIMSUN Next Screenshot of Study Area with Package 2 (PM Peak Hour)

- 5.5.31 Figure 5.5 shows the network across the study area working efficiently with minimal queuing and delay. There is some queuing on the Boongate (eastbound) approach to Junction 5 for vehicles wishing to make a right-turn manoeuvre. A two-lane exit on the A1139 Frank Perkins Parkway southbound on-slip will be investigated at the next stage to see if this delay can be minimised.

5.6 Overall Junction Performance

- 5.6.1 Junction performance has been assessed using the Level of Service Indicator (LOS)
- 5.6.2 The LOS indicator has also been included in order to provide a reference to junction performance. The LOS is a concept derived from the American Highway Capacity Manual (2000). It rates performance based upon queue delay thresholds on an 'A' to 'F' grading as follows:
- LOS A – 0 to 10 seconds
 - LOS B – 10 to 20 seconds (10 to 15 seconds for unsignalised junctions)
 - LOS C – 20 to 35 seconds (15 to 25 seconds for unsignalised junctions)
 - LOS D – 35 to 55 seconds (25 to 35 seconds for unsignalised junctions)
 - LOS E – 55 to 80 seconds (35 to 50 seconds for unsignalised junctions)
 - LOS F – Over 80 seconds (over 50 seconds for unsignalised junctions)
- 5.6.3 The LOS for a junction is based on the average of the queue delay on the approaches, weighted by the flow of each approach, according to the same ranges as above.
- 5.6.4 A LOS of E is considered to be at capacity, whilst an LOS of F is considered to be over capacity.

AM Peak Hour

- 5.6.5 Table 5.1 details the overall LOS for each junction within the study area for the AM Peak Hour. The cell is highlighted in green where the LOS is maintained or improved compared to the Do Minimum Scenario. Green indicates an improvement in performance over the DM (or an LOS remains the same), and junctions that perform worse than the DM have been highlighted in red.

Table 5.1: Level of Service for Junctions in Study Area – AM Peak Hour

Junction	Level of Service		
	DM	P1	P2
Junction 37	B	B	A
Junction 38	E	F	D
St John's Street / Wellington Street	A	A	A
Junction 39	C	D	C
Junction 5	C	B	B
Boongate / Fengate	C	D	C

- 5.6.6 Package 1 improves or maintains the overall LOS for three junctions within the study area in the AM Peak Hour. However, the Package does not improve the performance of Junction 38, which maintains a LOS rating of F, and is operating over-capacity.
- 5.6.7 Package 2 improves or maintains the overall LOS for all the junctions within the study area. All of the junctions perform with a LOS of D or above.

PM Peak

- 5.6.8 Table 5.2 details the overall LOS for each junction within the study area in the PM Peak Hour. The cell is highlighted in green where the LOS is maintained or improved compared to the Do Minimum Scenario. Green indicates an improvement in performance over the DM (or an LOS that remains the same), and junctions that perform worse than the DM have been highlighted in red.

Table 5.2: Level of Service for Junctions in Study Area – PM Peak Hour

Junction	Level of Service		
	DM	P1	P2
Junction 37	B	B	A
Junction 38	F	F*	E
St John's Street / Wellington Street	A	C	A
Junction 39	E	D	C
Junction 5	D	B	C
Boongate / Fengate	C	D	C

**Note that despite being LOS in both scenarios, the level of delay increases at this junction in Package 1.*

- 5.6.9 In the PM Peak Hour, Package 1 improves or maintains the LOS at four junctions across the study area. However, Junction 38, maintains a LOS rating of F, which is considered to be over capacity.
- 5.6.10 Package 2 improves or maintains the LOS at all the junctions across the study area. However, the improvement at Junction 38 is only marginal with an LOS of E compared to F in the DM Scenario.
- 5.6.11 To further understand the impact of each of the Packages at the junctions in the study area, assessment of the approaches to each junction has been undertaken. The assessment considers flow, mean queue length, queue delay and LOS for each approach.

5.7 Junction Performance by Approach

AM Peak Hour

- 5.7.1 Table 5.3 shows the performance for each junction by approach for the AM Peak Hour for both Package 1 and Package 2. The cell is highlighted in green where the LOS is maintained or improved compared to the Do Minimum Scenario. It is highlighted in red where the LOS is worse than the Do Minimum and is operating at or over-capacity (LOS of E or F).

Table 5.3: Level of Service for Approaches to Junctions in Study Area – AM Peak Hour

Junction	Approach	Flow			Mean Queue Length (m)			Queue Delay (secs per veh)			Level of Service (LOS)		
		DM	P1	P2	DM	P1	P2	DM	P1	P2	DM	P1	P2
Junction 37	A15 Bourges Boulevard	256	255	264	3	3	3	15	15	13	B	C	B
	Bishop's Road	262	211	271	2	2	2	11	12	11	B	B	B
	A15 London Road	364	357	372	1	2	2	6	5	6	A	A	A
Junction 38	Vineyard Road	187	118	194	15	28	12	80	354	62	F	F	F
	Bishop's Road (E)	121	192	128	10	11	5	58	79	46	F	F	E
	Bishop's Road (W)	263	256	275	2	3	1	10	16	2	B	C	A
St John's Street / Wellington Street	St John's Street (N)	240	134	216	0	0	0	0	0	0	A	A	A
	Wellington Street	76	69	70	2	3	3	21	51	44	C	F	E
	St John's Street (S)	228	250	249	0	0	0	0	0	0	A	A	A
Junction 39	Eastfield Road	127	61	102	3	12	9	44	102	73	E	F	F
	Boongate	265	218	386	2	4	3	14	22	13	B	C	B
	St John's Street	262	278	246	1	4	3	7	21	16	A	C	B
	New Road	39	39	39	0	0	0	10	5	8	B	A	A
	Crawthorne Road	219	144	212	11	10	6	41	58	30	E	E	C
Junction 5	A1139 Southbound Off-slip	236	236	236	5	3	4	29	22	23	D	C	C
	Carr Road	67	76	75	2	0	2	86	7	25	F	A	C
	Boongate (E)	97	109	105	1	1	1	18	13	11	C	B	B
	A1139 Northbound Off-slip	292	306	505	3	1	2	8	5	5	A	A	A
	Boongate (W)	280	195	269	3	1	3	10	8	14	B	A	B
Boongate / Fengate	Boongate	86	75	101	1	1	2	21	26	25	C	C	C
	Fengate (E)	127	130	129	1	2	2	15	19	19	B	B	B
	Fengate (W)	101	131	103	2	3	2	35	32	25	D	C	C

Package 1

- 5.7.2 Package 1 improves or maintains the LOS rating at sixteen of the junction approaches in the AM Peak Hour. It decreases the LOS rating at six of the approaches.
- 5.7.3 Package 1 does not improve the performance of the approaches to Junction 38. Vineyard Road and Bishop's Road (East) maintain an LOS of F, whilst Bishop's Road (West) decreases to a LOS rating of C from a B in the DM scenario. This suggests the increased demand on Bishop's Road (East) approach may be reducing the available gaps for traffic on Bishop's Road (West).
- 5.7.4 The new northbound off-slip from A1139 Frank Perkins Parkway to Bishop's Road significantly increases the flow on the Bishop's Road (East) approach (71 vehicles). Vehicles are now using this junction to access to City Centre rather than Junction 5. The Vineyard Road approach to the junction, has less vehicle demand on its approach as a result of Package 1, but sees a significant increase in Queue Delay (354 seconds per vehicle compared to 80 seconds per vehicle in the DM scenario).
- 5.7.5 Package 1 has a positive impact on all approaches to Junction 5. The LOS is improved in four out of five approaches. This is to be expected as vehicles travelling northbound on the A1139 Frank Perkins Parkway wishing to access the City Centre have the option to use the new northbound off-slip. Carr Road sees a significant reduction in queue delay, decreasing from 86 seconds per vehicle in the DM scenario to 7 seconds in Package 1. This is likely to be a consequence of the introduction of traffic signals on the A1139 Frank Perkins Parkway southbound off-slip, providing more opportunity to enter the circulatory from Carr Road. All other approaches experience a reduction in the queue delay of between 2 and 7 seconds per vehicle.
- 5.7.6 The performance of some approaches to Junction 39 decline with the implementation of Package 1. The LOS rating of Boongate and St John's Street decreases to a C which still suggests these approaches are still operating effectively. Eastfield Road approach to the junction has an LOS rating of F (compared to a E in the DM Scenario), this may be a result of traffic signals being implemented at the junction.
- 5.7.7 The St John's Street / Wellington Street Junction experiences a decrease in LOS from C to F on the Wellington Street approach. This is a result of the increased traffic on Wellington Street exiting the Car Park and also higher vehicle flows travelling northbound on St John's Street reducing the available gaps for traffic to turn out of Wellington Street.
- 5.7.8 The Boongate / Fengate junction maintains its LOS on both the Boongate and Fengate (East) approaches. However, Fengate (West) sees an improvement to its LOS rating from a D to a C. The Fengate (West) arm experiences an increase in vehicle flow of 30 vehicles in Package 1 compared to the DM scenario.

- 5.7.9 This is due to an increased number of vehicles using the new northbound off-slip to access to Fengate area or the improved efficiency of Junction 5 resulting in vehicles using this route to access the Parkway Network. The impact on Mean Queue Length and Queue Delay at the junction is marginal suggesting that the proposed improvement enables the junction to operate efficiently.

Package 2

- 5.7.10 In the AM Peak hour, Package 2 improves or maintains the LOS rating all but three of the approaches to junctions across the study area.
- 5.7.11 As a result of the change in car parking assumptions, with the Embankment Area car parking to be located at Wellington Street, the key routes in Package 2 are Junction 5, Boongate and Junction 39.
- 5.7.12 Package 2 significantly increases the flow on the A1139 Frank Perkins Parkway northbound off-slip, from 202 vehicles in the DM Scenario to 505 vehicles. Package 2 improves or maintains the LOS for all approaches to Junction 5, and despite increases in vehicle flow on three out of five approaches, there is a negligible change in both the mean queue length and queue delay. This suggests that the proposed signalisation of both the northbound and southbound off-slips enables the junction to process more vehicles more effectively.
- 5.7.13 Junction 39 experiences an increase of 121 vehicles on the Boongate approach in the AM Peak Hour, although this has little impact on the mean queue length and queue delay of this approach. This suggests the proposed improvements at Junction 39 are improving the operational efficiency of the junction. More traffic is able to pass through the junction and the junction is operating more efficiently. The Eastfield Road approach to the junction has an LOS rating of F (compared to a E in the DM Scenario), this may be a result of traffic signals being implemented at the junction and competing flows on other approaches.
- 5.7.14 The St John's Street / Wellington Street junction experiences a decrease in LOS rating on the Wellington Street approach. In the DM scenario, the LOS is C, in Package 2 it is rated as a E, which suggests it is operating at capacity. This worsening performance is also supported by the queue delay increasing by 23 seconds per vehicle on the Wellington Street approach. This is likely to be due to the increased demand on Wellington Street from vehicles exiting the car park and increasing difficulty for vehicles to exit the junction due to flows on St John's Steet increasing.
- 5.7.15 Package 2 results in a small increase in flow at Junction 38. However, the queue delay on all approaches reduces. The biggest reduction is seen on the Vineyard Road approach with an 18 seconds per vehicle reduction, however the LOS is maintained at an F suggesting this junction is still struggling with the demand even with the proposed improvement.

- 5.7.16 The Boongate /Fengate junction experiences an increase on flow on all junctions, especially on Boongate, with an increase of 15 vehicles in the AM Peak Hour. This is likely to be as a result of an improved Junction 5 being a more attractive route in to Fengate. The LOS at the junction is maintained on all approaches.

PM Peak

- 5.7.17 Table 5.4 shows the performance on each junction by approach for the PM Peak Hour for both Package 1 and Package 2.
- 5.7.18 The cell is highlighted in green where the LOS is maintained or improved compared to the DM, and red where there has been a reduction in the LOS. Where both the DM and DS scenarios have a LOS F, the cell has been coloured on the level of delay (number of seconds) with green showing an improvement and red showing a reduction in performance.

Table 5.4: Level of Service for Approaches to Junctions in Study Area – PM Peak Hour

Junction	Approach	Flow			Mean Queue Length (m)			Queue Delay (secs /veh)			Level of Service (LOS)		
		DM	P1	P2	DM	P1	P2	DM	P1	P2	DM	P1	P2
Junction 37	A15 Bourges Boulevard	293	273	300	3	3	2	15	16	12	C	C	B
	Bishop's Road	260	208	276	2	2	2	13	12	14	B	B	B
	A15 London Road	352	337	352	2	2	1	6	6	5	A	A	A
Junction 38	Vineyard Road	155	72	167	21	32	17	167	424	124	F	F	F
	Bishop's Road (E)	122	203	133	4	8	4	46	62	44	E	F	E
	Bishop's Road (W)	257	231	255	2	4	1	14	23	4	B	C	A
St John's Street / Wellington Street	St John's Street (N)	156	76	156	0	0	0	0	0	0	A	A	A
	Wellington Street	74	94	76	1	9	1	15	106	15	B	F	B
	St John's Street (S)	215	265	230	0	0	0	0	0	0	A	A	A
Junction 39	Eastfield Road	117	45	117	13	173	12	115	96	117	F	F	F
	Boongate	320	135	349	2	25	2	7	28	11	A	C	B
	St John's Street	254	316	242	2	51	2	13	14	10	B	B	B
	New Road	58	58	59	2	28	1	53	14	28	F	B	D
	Crawthorne Road	128	96	130	10	121	1	101	38	19	F	D	B
Junction 5	A1139 Southbound Off-slip	98	99	98	1	1	1	10	16	17	A	B	B
	Carr Road	71	131	125	17	1	4	211	15	43	F	C	E
	Boongate (E)	91	99	92	2	2	2	31	41	37	D	E	E
	A1139 Northbound Off-slip	252	116	254	0	0	1	2	2	8	A	A	A
	Boongate (W)	374	285	362	3	1	7	16	9	22	C	A	C
Boongate / Fengate	Boongate	98	64	96	1	1	0	19	26	25	B	C	C
	Fengate (E)	99	123	123	2	2	1	23	21	21	C	C	C
	Fengate (W)	126	149	128	4	5	0	37	43	33	D	D	C

Package 1

- 5.7.19 Package 1 improves or maintains the LOS rating at thirteen of the junction approaches in the PM Peak Hour. It decreases the LOS rating at nine of the approaches.
- 5.7.20 Junction 38 is operating over-capacity in the PM Peak Hour, with two of its approaches having a LOS rating of F. Bishop's Road (East) experiences a significant increase in vehicle flow with 81 additional vehicles. This increase is probably due to an increased demand from vehicles using the northbound off-slip to access the City Centre. Vineyard Road experiences significant delays with a queue delay of 424 seconds per vehicle compared to 127 seconds per vehicle in the DM Scenario.
- 5.7.21 Package 1 increases the flow on Wellington Street by 20 vehicles and St John's Street (South) by 50 vehicles. This has a corresponding impact on the queue delay on Wellington Street, with a delay of 106 seconds per vehicle compared to 15 seconds per vehicle in the DM Scenario. Wellington Street has a LOS of F indicating the approach is operating over-capacity. The delay is likely to be caused by an increased demand on Wellington Street from vehicles exiting the car park and higher flows on the St John's Street (South) approach resulting in limited opportunities for vehicles to exit Wellington Street.
- 5.7.22 Package 1 improves or maintains the LOS on all approaches to Junction 39 except Boongate, where the LOS rating reduces from an A to a C. However, Eastfield Road maintains its LOS of F with an increase in mean queue length of 160m. The Crawthorne Road approach experiences significant increases in mean queue length (111m), however queue delay is less than the DM Scenario. This suggests that the implementation of traffic signals might be causing longer queues, but it is clearing them more effectively.
- 5.7.23 The introduction of traffic signals on the Junction 5 southbound off-slip significantly improves the queue delay on Carr Road. In the DM Scenario the queue delay is 211 seconds, decreasing to 15 seconds in Package 1. This is likely to be the result of increased opportunities to enter the circulatory afforded by the traffic signals.
- 5.7.24 As a result of the reduced delay on the Carr Road approach, the vehicle flow is increased from 71 vehicles in the DM Scenario to 131 vehicles. Boongate (East) has a reduced LOS rating of E compared to D in the Package 1 scenario suggesting it is operating at-capacity. This could be due to the increased vehicle demand from Carr Road, reducing opportunities for vehicles from Boongate (East) to enter the circulatory.
- 5.7.25 The Boongate / Fengate junction experiences an increase in flow on both Fengate (West) and Fengate (East) approaches with approximately a 20 vehicle increase on each approach. However, all approaches have an LOS of D or above indicating the junction is operating efficiently.

Package 2

- 5.7.26 Package 2 improves or maintains the LOS rating at all but four of the approaches to junctions across the study area in the PM Peak Hour.
- 5.7.27 Package 2 maintains or improves the LOS on the approaches at Junction 38, however it is still operating over-capacity with two approaches having a LOS of E or F. There are marginal increases in traffic flows on the Vineyard Road and Bishop's Road (East) approaches, however the mean queue length and the queue delay are less than the DM Scenario, which suggests the improvement is enhancing the performance of the junction.
- 5.7.28 The operation of St John's Street / Wellington Street junction is similar to that of the DM Scenario in the PM Peak hour. There are marginal differences in flows, mean queue lengths and queue delay.
- 5.7.29 The operation of Junction 39 is improved with the implementation of Package 2. Four of the five approaches to the junction improve or maintain their LOS rating. The Boongate approach experiences an increase in vehicle flow compared to the DM Scenario (29 vehicles), however the mean queue length and queue delay have marginal differences which indicates that the proposed improvement is enabling the junction to process more traffic more efficiently. This is further supported by the decrease in queue delay on Crawthorne Road (101 seconds per vehicle to 19 seconds per vehicle) and New Road (53 seconds per vehicle to 28 seconds per vehicles. Eastfield Road maintains its LOS of F.
- 5.7.30 The introduction of traffic signals on both the northbound and southbound off-slip at Junction 5 significantly improves the operation of the Carr Road approach to the junction. In the DM Scenario the queue delay is 211 seconds, reduced to 43 seconds in Package 2. As discussed previously, the introduction of the traffic signal has provided more opportunities for vehicles on this approach to enter the circulatory. Boongate (East) has a reduced LOS rating of E compared to D in the DM Scenario. This could be due to an increased flow from Carr Road, reducing opportunities for vehicles from Boongate (East) to enter the circulatory.
- 5.7.31 The LOS on all approaches to the Boongate / Fengate junction are all a C. There is a moderate increase in vehicle flow on Fengate (East) of 24 vehicles however there is a negligible impact on mean queue length and queue delay. This suggests the proposed improvements enable the junction to operate effectively.

5.8 Football Stadium Sensitivity Test

5.8.1 The Council formally entered discussions regarding the relocation of the Peterborough United Football Stadium to the Embankment, from its current site on London Road, shortly before finalisation of the SOBC.

5.8.2 To date, there has been no confirmation as to whether the stadium will relocate. However, if the relocation of the stadium were to occur, it will significantly impact the highway network across the study area.

5.8.3 The Football Stadium Sensitivity test has been undertaken to demonstrate how each Package performs should the Football Stadium relocate to the Embankment.

Sensitivity Test Assumptions

5.8.4 For the purposes of this sensitivity test, the worst-case scenario is assumed to be a football match event beginning at the end of the PM Peak Hour on a weekday. The following assumptions have been made in the sensitivity test:

- Total number of supporters visiting the Stadium is estimated to be 14,000
- 25% of football supporters (home and away) will travel to each home game by car (based on Coventry's Ricoh Arena Travel Plan)
- 3,500 inbound car trips for an evening weekday game (25% of 14,000).

5.8.5 These assumptions have been taken from, and are consistent with, the Fletton Quays Footbridge Strategic Outline Business Case which was produced in October 2021.

5.8.6 With regards to Car Parking for these additional vehicles, it is assumed that most car parks within the study area will be mostly empty during the PM Peak. Therefore, the following proportions in Table 5.5 have been assumed for each car park for accommodating supporter car trips.

Table 5.5: Car Parking Assumptions for Football Stadium

Car Park	Proportion of Trips	Number of Trips
Pleasure Fair	9%	315
Key Theatre	2%	70
Bishop's Road	6%	210
Wellington Street	42%	1,470
East Station Road	11%	85
Sub Total (Internal Car Park Trips)	70%	2,450
Unaccounted Trips (External Car Park Trips)	30%	1,050

- 5.8.7 The unaccounted trips are assumed to either park on-street or in other car parks outside of the study area. Therefore, an additional 2,450 car trips are estimated to travel into the study area in the PM Peak Hour of a weekday matchday and park inside the study area.

Model Network Statistics Summary

- 5.8.8 Table 5.6 below shows the Model Summary Statistics for the Football stadium Sensitivity Test. P1+ and P2+ refer to the football stadium sensitivity test.

Table 5.6: Model Network Statistics Summary

Network Statistics	P1	P1+	P2	P2+
Delay Time (s)	73	86	60	70
Flow (vehicles)	12,081	13,056	13,077	14,173
Mean Queue (m)	412	474	237	303
Total Distance Travelled (m)	5,509	5,773	6,091	6,363
Travel Time	127	141	115	126

- 5.8.9 Table 5.7 indicates that the model network is suffering from suppressed demand under the Football Sensitivity Testing, for both Packages. Despite an increase in trips of 2,450, the traffic flow increases by roughly 1,000 in both scenarios, indicating that many of the new trips are unable to make it into the modelled area. This suppressed demand is therefore not impacting the study area as much as it could be, should improvements be made that allow this traffic into the modelled area.
- 5.8.10 One example of this is the A1139 Frank Perkins Parkway. It is a known issue that the Parkway will likely be at or near capacity in future years, which directly affects how much traffic will make it to Junction 5. Improvements such as this are outside the scope of this study but may have an effect on this study area later on should they occur.
- 5.8.11 Table 5.7 shows that for Package 1, the average delay time per vehicle increases by 13 seconds (equivalent to an 18% increase) when the football traffic is applied. For Package 2, this average delay per vehicle increases by 9 seconds (equivalent to a 15% increase). These statistics show that the additional traffic associated with the football stadium has a significant impact on average delay to vehicles across the whole network, although Package 2 copes slightly better than Package 1.
- 5.8.12 Overall model network statistics indicate that Package 2 can cope slightly better with the additional traffic than Package 1, however the average delay per vehicle is still a significant increase.
- 5.8.13 As more certainty about the relocation of the Football Stadium comes forward, as well as the design of the preferred package progresses. Further assessments on the impact will be undertaken.

Model Results

- 5.8.14 Table 5.6 shows the LOS for approaches to all junctions in the PM Peak Hour. P1 and P2 refer to the scenarios discussed previously in this chapter. P1+ and P2+ refer to the football stadium sensitivity test.
- 5.8.15 Approaches where the LOS is E or F are highlighted red to show where capacity issues on the network are occurring.

Table 5.6: Level of Service for Approaches to Junctions in Study Area – PM Peak Hour (Football Stadium Sensitivity Test)

Junction	Approach	Flow				Mean Queue Length (m)				Queue Delay (secs /veh)				Level of Service (LOS)			
		P1	P1 +	P2	P2+	P1	P1 +	P2	P2+	P1	P1 +	P2	P2+	P1	P1 +	P2	P2+
Junction 37	A15 Bourges Boulevard	293	304	300	342	3	4	2	3	16	18	12	14	C	C	B	B
	Bishop's Road	260	210	276	267	2	2	2	3	12	14	14	17	B	B	B	C
	A15 London Road	352	367	352	379	2	2	1	2	6	6	5	6	A	A	A	A
Junction 38	Vineyard Road	155	80	167	198	32	32	17	14	424	436	124	105	F	F	F	F
	Bishop's Road (E)	122	215	133	124	8	10	4	6	62	67	44	53	F	F	E	F
	Bishop's Road (W)	257	262	255	277	4	3	1	1	23	19	4	4	C	C	A	A
St John's Street / Wellington Street	St John's Street (N)	156	94	156	233	0	0	0	0	0	0	0	0	A	A	A	A
	Wellington Street	74	85	76	55	9	10	1	4	106	121	15	42	F	F	B	E
	St John's Street (S)	215	288	230	240	0	0	0	0	0	0	0	0	A	A	A	A
Junction 39	Eastfield Road	117	37	117	93	173	173	12	14	96	112	117	138	F	F	F	F
	Boongate	320	157	349	371	25	25	2	2	28	27	11	11	C	C	B	B
	St John's Street	254	303	242	204	51	51	2	1	14	13	10	10	B	B	B	B
	New Road	58	59	59	65	28	31	1	1	14	20	28	23	B	C	D	C
	Crawthorne Road	128	68	130	173	121	125	1	5	38	57	19	34	D	E	B	C
Junction 5	A1139 Southbound Off-slip	98	163	98	162	1	1	1	2	16	15	17	17	B	B	B	B
	Carr Road	71	129	125	114	1	1	4	8	15	13	43	61	C	B	E	F
	Boongate (E)	91	108	92	101	2	2	2	3	41	42	37	47	E	E	E	E
	A1139 Northbound Off-slip	252	179	254	349	0	1	1	2	2	4	8	8	A	A	A	A
	Boongate (W)	374	245	362	334	1	1	7	3	9	8	22	16	A	A	C	C
Boongate / Fengate	Boongate	98	68	96	94	1	1	0	0	26	26	25	25	C	C	C	C
	Fengate (E)	99	130	123	136	2	2	1	4	21	21	21	21	C	C	C	C
	Fengate (W)	126	148	128	126	5	5	0	0	43	41	33	31	D	D	C	C

- 5.8.16 The addition of the Football Stadium may appear to make little impact to the operational performance of the junctions across the study area. However, as much of the demand appears to be suppressed (as suggested by the model summary statistics), these results should be treated with caution.

Package 1

- 5.8.17 Junction 38 continues to suffer significant delays on the Vineyard Road approach, with a 12 seconds per vehicle increase in queue delay. The LOS of F is maintained on both Vineyard Road and Bishop's Road (East). Bishop's Road (East) has increase 93 vehicles on its approach. This is likely to reflect the increase demand from vehicles using the new off-slip to access the city centre car parks.
- 5.8.18 The Wellington Street approach to the St John's Street / Wellington Street Junction maintains its LOS of F with queue delay increasing by 15 seconds per vehicle.
- 5.8.19 Junction 39 continues to operate effectively on the majority of approaches. Eastfield Road maintains its LOS of F and experiences an increase in queue delay of 16 seconds per vehicle even though flow is significantly reduced. Similarly, the LOS for Crawthorne Road decreases from D to E but traffic flow is significantly reduced.
- 5.8.20 The addition of the football traffic increases the flow on the Junction 5 southbound off-slip by 65 vehicles, however there no corresponding impact to mean max queue and queue delay suggesting the proposed improvements to the junction can accommodate the additional demand. All the other approaches maintain their LOS. Boongate (East) continues to operate at capacity, this is a result of reduced opportunities to enter the circulatory, as discussed previously.
- 5.8.21 The additional traffic associated with the Football Stadium, increased flow on both Fengate (East) and Fengate (West) approaches to the Boongate / Fengate junction. However, there is minimal impact on mean max queue and queue delay, suggesting the proposed improvements at the junction enable it to operate effectively with the additional demand.

Package 2

- 5.8.22 The football stadium traffic places additional demand on the Vineyard Road approach and Bishop's Road (West) approach to Junction 38. This is likely to reflect the increase demand from vehicles accessing the city centre car parks. Vineyard Road continues to suffer significant delays, although it is reduced by 19 seconds per vehicle. The LOS of F is maintained on both Vineyard Road and the LOS Bishop's Road (East) decreases from LOS E to LOS F.

- 5.8.23 The St John's Street / Wellington Street Junction experiences a significant increase in flow on the St John's Road (North) approach (77 vehicles), this is a result of vehicles travelling through the city centre to access car parking. The Wellington Street approach to the junction experiences a decrease in flow, however the LOS decreases from LOS B to LOS E.
- 5.8.24 Junction 39 continues to operate effectively on the majority of approaches with a LOS of B or C on four out of five approaches. However, Eastfield Road maintains its LOS of F and experiences an increase in queue delay of 21 seconds per vehicle even though flow is significantly slightly.
- 5.8.25 The Junction 5 northbound off-slip has a 94 vehicle increase in flow, and the southbound off-slip experiences a 64 vehicle increase. This reflects increased demand for vehicles arriving to the city centre. However there is no corresponding impact to mean max queue and queue delay on these approaches suggesting the proposed improvements can accommodate the additional demand. Carr Road and Boongate (East) have a LOS of F and E respectively. This is as a result of less opportunities to enter the circulatory due to increased demand from the A1139 Frank Perkins Parkway off-slips.
- 5.8.26 The approaches to the Boongate / Fengate junction do not experience significant changes to flow, mean max queue or queue delay. This may be as a result of traffic using Boongate, Junction 39 and Vineyard Road to access City Centre car parks rather than this junction.

5.9 Summary

- 5.9.1 The Operational Assessment has shown that Package 2 performs better than Package 1 based on the Model Summary Statistics, Subpath analysis and LOS results.
- 5.9.2 Bishop's Road is a low-capacity road with residential properties along its northern edge. The additional demand on Bishop's Road in Package 1 causes gridlock on the adjacent highway network with vehicles travelling westbound on Bishop's Road and Fengate, and northbound on Vineyard Road experiencing severe delays. The queuing and delay on these routes causes a significant amount of traffic to re-route along Star Road to avoid these delays. Star Road already has traffic calming and any increase in vehicles on this route is likely to be unacceptable. There are limited options to increase the capacity of Bishop's Road or Vineyard Road without significantly changing the nature of the road.
- 5.9.3 The queuing and delay along Bishop's Road have a knock-on impact to the new northbound off-slip which also suffers from severe queues, extending back to the A1139 Frank Perkins Parkway.

- 5.9.4 Package 2 provides a high-quality, high-capacity direct route from the A1139 Frank Perkins Parkway to Wellington Street Car Park. Overall Package 2 operates effectively in both the AM and PM Peak Hours. The impact on queuing and delay on the approaches to the junctions in the study area is minimal with the majority maintaining or improving conditions experienced in the Do-Minimum Scenario.
- 5.9.5 The Football Stadium Sensitivity Test has shown that the local and wider highway network is expected to suffer from significant unmet demand should the Football stadium be introduced to the Embankment. Package 2 copes with the Stadium demand better than Package 1, but there is still a clear deterioration in performance of the package.

6. Economic Assessment

6.1 Introduction

- 6.1.1 This section sets out the economic assessment for Package 1 and Package 2 to provide a comparison of the value for money of each.
- 6.1.2 The scheme appraisal focuses on the aspects of scheme performance that are relevant to the nature of the intervention. These impacts are not limited to those directly impacting on the economy or those which can be monetised.
- 6.1.3 Economic assessment undertaken to date has considered the DfT's TAG guidelines, with specific reference to the following documentation:
- TAG Unit A1.1 – Cost-benefit analysis (July 2021)
 - TAG Unit A1.2 – Scheme Costs (July 2021)
 - TAG Unit A1.3 – User and Provider impacts (July 2021)
 - TAG Unit M3.1 – Highway Assignment Modelling (May 2020)
 - TAG Unit M4 – Forecasting and Uncertainty (May 2019).
- 6.1.4 These units are the latest TAG Guidance released by the Department for Transport

6.2 Approach to Appraisal

- 6.2.1 The Economic Case for the schemes is focused on the following aspects;
- Assessing the monetised direct, localised, and economic efficiency benefits of the scheme
 - Offsetting identified benefits against the scheme costs to provide a Benefit to Cost Ratio (BCR).
- 6.2.2 The PTM3 model has been used to test the package of options. Model outputs, along with scheme costs, have been assessed in DfT's Transport User Benefits Appraisal (TUBA version 1.9.15) tool to calculate a package Benefit to Cost Ratio (BCR).
- 6.2.3 The SATURN-based highway model includes forecast years of 2026, 2031, and 2036, which have been used to appraise impacts of the core scenario. These modelled forecast years have been used in the current TUBA economic appraisal.
- 6.2.4 Travel demands are consistent between the Do Minimum and Do Something scenarios, for each forecast year. The model demonstrates that the packages of schemes will reduce congestion, leading to less delay and travel time.

- 6.2.5 Full details relating to the calibration and validation of the model can be found in the Local Model Validation Report (LMVR). Details about the forecasting procedure can be found in the Forecasting Report, but it should be noted that the latest forecasts in relation to the University differ from those in the original PTM3 forecasting report due to recent changes to planning assumptions. This assessment is based on the most recent information.
- 6.2.6 The model output files were then entered into TUBA software to undertake the Economic Assessment and calculate a BCR. The annualisation factors shown in Table 6.1 below were specified within TUBA to calculate the likely annual transport user benefits for the AM, Inter, and PM peak hours and have been derived from nearby Highways England WebTRIS data. It was found that the 16:00 – 17:00 hour flows closely resembled the total flows observed within the PM peak hour. AM, PM and Inter-peak annualisation factors have therefore been calculated that convert the single peak hour demand to annual peak period demand.

Table 6.1 Annualisation Factors

Time Slice	Duration (min)	Annualisation Factor	Period	Description
1	60	245	1	Convert from 08:00 – 09:00 to annual 08:00 – 09:00 period
2	60	525	2	Convert from 17:00 – 18:00 to annual 16:00 – 18:00 period
3	60	1,518	3	Convert from 14:00 – 15:00 to annual 10:00 – 16:00 period

- 6.2.7 A proportionate approach focused on transport user benefits (Transport Economic efficiency; TEE) has been undertaken to demonstrate value for money from the preferred package of schemes.
- 6.2.8 The Economic Assessment has been undertaken for a 60-year assessment period (2021 to 2080).

6.3 Economic Assessment: Package 1

Present Value Costs

- 6.3.1 A scheme cost estimate has been produced for Package 1. The Base Investment Cost and Risk Adjusted Base Investment costs are detailed in Table 6.2 below. The cost is the capital cost in current year (2021) prices required to construct the scheme. A risk allowance has been applied on a scheme-by-scheme basis and varies between 16% and 24% (with 10% allowed applied to further design and business case development work). Adjustment to 2010 Market Prices has been and 3.72% inflation has also been applied.

Table 6.2 Package 1 Risk Adjusted Base Cost (2021 prices)

Package 1	Scheme / Component	Base Investment Cost (No Risk)	Risk Allowance	Risk Adjusted Base Cost
1.1	New A1139 NB Off-slip onto Bishops Road (Junction 4a)	£ 5,023,589	£ 1,186,335	£ 6,209,924
1.2	Junction 38 Improvements	£ 456,909	£ 75,861	£ 532,770
1.3	Fengate / Boongate Junction Improvements	£ 771,849	£ 140,768	£ 912,618
1.4	Junction 5 Improvements	£ 676,189	£ 134,321	£ 810,510
1.6	Wellington Street Improvements	£ 455,992	£ 74,136	£ 530,128
1.7	Junction 39 Improvements	£ 679,948	£ 146,720	£ 826,669
1.8	Sustainable Transport Improvements	£ 1,318,559	£ 263,712	£ 1,582,271
OBC	(Modelling, Business Case, Consultation, Stakeholder Engagement)	£ 200,000	£ 20,000	£ 220,000
FBC	(Modelling, Business Case, Consultation, Stakeholder Engagement)	£ 160,000	£ 16,000	£ 176,000
Total		£ 9,743,036	£ 2,057,854	£ 11,800,890

- 6.3.2 Optimism Bias has also been applied to the Risk Adjusted Base Cost for the construction of each scheme using a rate of 46% for roads and active travel improvements and 55% for structures in line with TAG unit A1.2 (July 2021)
- 6.3.3 The Economic Assessment has been undertaken for a 60-year assessment period (2021 to 2080).
- 6.3.4 An allowance of £100,000 has also been included for land purchase, relating to the Boongate / Fengate junction scheme. Any sunk costs have been excluded from the assessment.
- 6.3.5 A cost allowance has also been included for Sustainable Transport Improvements in the area. The benefits of these schemes are not included in the economic assessment at this stage and are expected to improve the package BCRs when incorporated as part of the Outline Business Case.
- 6.3.6 Note that the costs of Package 1 have increased since the SOBC as further survey and design work have identified higher construction costs associated with each of the schemes, including the requirement for an underpass beneath the new slip road.

Present Value Benefits

- 6.3.7 The transport benefits of the scheme were assessed using the SATURN-based PTM3 (built in v11.4.07H).
- 6.3.8 The difference between the DM and DS scenarios demonstrates the benefits of implementing the scheme. These benefits are measured using:
- Network assignment statistics
 - Link flow changes
 - Journey times
 - Journey routing
- 6.3.9 The model output files were then entered into the TUBA software to undertake the Economic Assessment and calculate a BCR.
- 6.3.10 TUBA produces figures for a number of benefits, including Greenhouse Gases User benefits, and Indirect Taxation. Indirect Taxation often provides a negative benefit figure. This is a result of the reduced fuel being purchased as journeys become more efficient with the improvements. This in turn reduces the money the government receives in taxes.
- 6.3.11 This identifies the Present Value Benefits (PVB) to be **£3,729,000**. A breakdown of these benefits are shown in Table 6.3 beneath.

Benefit Cost Ratio

6.3.12 The Benefit Cost Ratio (BCR) is the ratio of PVB to PVC. Table 6.3 beneath summarises the BCR for the preferred scheme as calculated using TUBA.

Table 6.3 Package 1 Analysis of Monetised Costs and Benefits (AMCB)

Value (£,000s) 2010 prices, benefits discounted to 2010	
Benefits	
Greenhouse Gases	423
Consumer Users (Commuting)	-247
Consumer Users (Other)	4,054
Business Users/Providers	279
Indirect Taxes	-780
Present Value of Benefits (PVB)	3,729
Costs	
Broad Transport Budget	10,149
Present Value of Costs (PVC)	10,149
Net Benefit / BCR Impact	
Net Present Value (NPV)	-6,420
Benefit / Cost Ratio (BCR)	0.367

6.3.13 The DfT uses the following thresholds to determine the Value for Money statement associated with a BCR:

- Very Poor Value for Money if BCR = < 0.0
- Poor Value for Money if BCR = 0.0 to 1.0
- Low Value for Money if BCR = 1.0 to 1.5
- Medium Value for Money if BCR = 1.5 to 2.0
- High Value for Money if BCR = 2.0 to 4.0
- Very High Value for Money if BCR > 4.0

6.3.14 Based on transport user benefits alone, this scheme will provide **Poor Value for Money**.

- 6.3.15 The BCR reported for this Package in the SOBC was 5.223. The BCR is now significantly lower for two reasons, the first of which is the increase in the scheme cost estimate based on more recent and thorough design work, and the second is a significant change in the University Planning assumptions, which has reallocated the University parking from the Embankment Area to Wellington Street. This has significantly degraded the Package 1 BCR as many of the benefits associated with the new slip road delivering high volumes of traffic close to the parking are lost, and vehicles using the slip road now need to pass through the busy City Centre to reach the new parking destination.

6.4 Spread of Benefits

- 6.4.1 The TUBA results include a detailed breakdown of the scheme benefits including (but not limited to) benefits by time saving and benefits by distance. These benefits are broken down by vehicle type and journey purpose to better understand how different user types will benefit from the scheme. Table 6.4 below shows the time benefits saving by vehicle type.

Table 6.4: Package 1 Non-Monetised Time Benefits by Time Saving

Non-Monetised Time Benefits By Time Saving							
Time benefits (thousands of person hrs) by size of time saving							
Vehicle Type	Purpose	< -5 mins	-5 to -2 mins	-2 to 0 mins	0 to 2 mins	2 to 5 mins	>5 mins
Car	Business	0	-18	-1241	1083	270	0
Car	Commuting	0	-85	-2812	2190	554	0
Car	Other	2	-205	-17404	15988	2968	2
LGV Freight	Business	0	-72	-1867	1525	487	3
LGV Freight	Commuting	0	0	0	0	0	0
LGV Freight	Other	0	0	0	0	0	0
OGV1	Business	-4	-27	-867	599	102	10
OGV1	Commuting	0	0	0	0	0	0
OGV1	Other	0	0	0	0	0	0

- 6.4.2 Table 6.4 shows that car users experience the greatest time benefit from the implementation of Package 1. Within the car users, the 'other' journey purpose experiences the greatest impact, which is correlates with the composition of trip types across the model.
- 6.4.3 Table 6.5 below shows the journey time benefits by distance.

Table 6.5: Package 1 Non-Monetised Time Benefits by Distance

Non-Monetised Time Benefits By Distance									
Time benefits (thousands of person hrs) by distance									
Vehicle Type	Purpose	< 1 kms	1 to 5 kms	5 to 10 kms	10 to 25 kms	25 to 50 kms	50 to 100 kms	100 to 200 kms	>200 kms
Car	Business	-2	220	74	-114	-36	-22	-19	-8
Car	Commuting	-10	312	150	-429	-89	-61	-16	-11
Car	Other	28	3548	-20	-1413	-238	60	-387	-231
LGV Freight	Business	-2	178	176	-189	-38	6	-30	-26
LGV Freight	Commuting	0	0	0	0	0	0	0	0
LGV Freight	Other	0	0	0	0	0	0	0	0
OGV1	Business	0	14	35	10	-29	-55	-122	-41
OGV1	Commuting	0	0	0	0	0	0	0	0
OGV1	Other	0	0	0	0	0	0	0	0

6.4.4 The table shows that those making trips of between 1km - 5kms benefit most from the proposed package. As with the time savings, car users experience the greatest level of benefit, and these apply mostly to those who travel for 'other' purposes.

6.5 Economic Assessment: Package 2

Present Value Costs

- 6.5.1 A scheme cost estimate has been produced for Package 2, following the same method as Package 1 above. The costs Based Investment Cost and Risk Adjusted Base Investment costs are detailed in Table 6.6 below.

Table 6.6 Package 2 Risk Adjusted Base Cost (2021 prices)

Package 2	Scheme / Component	Base Investment Cost (No Risk)	Risk Allowance	Risk Adjusted Base Cost
2.1	Boongate Dualling	£ 9,147,086	£ 2,171,251	£ 11,318,337
2.2	Junction 38 Improvements	£ 447,375	£ 75,861	£ 523,237
2.3	Fengate / Boongate Junction Improvements	£ 759,484	£ 140,768	£ 900,252
2.4	Junction 5 Improvements	£ 661,275	£ 134,321	£ 795,596
2.6	Wellington Street Improvements	£ 444,854	£ 74,136	£ 518,990
2.7	Junction 39 Improvements	£ 668,810	£ 146,720	£ 815,530
2.8	Sustainable Transport Improvements	£ 1,302,886	£ 263,712	£ 1,566,598
OBC	(Modelling, Business Case, Consultation, Stakeholder Engagement)	£ 200,000	£ 20,000	£ 220,000
FBC	Full Business Case	£ 160,000	£ 16,000	£ 176,000
Total		£ 13,791,770	£ 3,042,770	£ 16,834,539

- 6.5.2 Again, a risk allowance has been applied on a scheme-by-scheme basis and varies between 16% and 24% (with 10% allowed applied to further design and business case development work).
- 6.5.3 Optimism Bias has also been applied to the Risk Adjusted Base Cost for the construction of each scheme using a rate of 46% for roads and active travel improvements and 55% for structures in line with TAG unit A1.2 (July 2021).
- 6.5.4 An allowance of £100,000 has also been included for land purchase, relating to the Boongate / Fengate junction scheme. Any sunk costs have been excluded from the assessment.
- 6.5.5 A cost allowance has also been included for Sustainable Transport Improvements in the area. The benefits of these schemes are not included in the economic assessment at this stage and are expected to improve the package BCRs when incorporated as part of the Outline Business Case.

Present Value Benefits

- 6.5.6 Following the same method as Package 1 above, the Present Value Benefits (PVB) for this package has been identified as **£34,742,000**. A breakdown of these benefits is shown in Table 6.7 beneath.

Benefit Cost Ratio

- 6.5.7 The Benefit Cost Ratio (BCR) is the ratio of PVB to PVC. TABLE beneath summarises the BCR for the preferred scheme as calculated using TUBA.

Table 6.7 Package 2 Analysis of Monetised Costs and Benefits (AMCB)

Value (£,000s) 2010 prices, benefits discounted to 2010	
Benefits	
Greenhouse Gases	412
Consumer Users (Commuting)	7,656
Consumer Users (Other)	18,909
Business Users/Providers	8,578
Indirect Taxes	-813
Present Value of Benefits (PVB)	34,742
Costs	
Broad Transport Budget	14,409
Present Value of Costs (PVC)	14,409
Net Benefit / BCR Impact	
Net Present Value (NPV)	20,333
Benefit / Cost Ratio (BCR)	2.411

- 6.5.8 The DfT uses the following thresholds to determine the Value for Money statement associated with a BCR:

- Very Poor Value for Money if BCR = < 0.0
- Poor Value for Money if BCR = 0.0 to 1.0
- Low Value for Money if BCR = 1.0 to 1.5
- Medium Value for Money if BCR = 1.5 to 2.0
- High Value for Money if BCR = 2.0 to 4.0
- Very High Value for Money if BCR > 4.0

- 6.5.9 Based on transport user benefits alone, this scheme will provide **High Value for Money**.

- 6.5.10 This BCR represents an increase from the BCR reported in the SOBC, which was 1.574. Although the costs have remained relatively stable for Package 2 since the last stage of assessment, the change in assumption associated with the University Parking means that there is now significantly more benefit associated with dualling Boongate which provides a high-capacity link from the City Centre directly to Wellington Street and much of the Embankment Area parking provision.

6.6 Spread of Benefits

- 6.6.1 The TUBA results include a detailed breakdown of the scheme benefits including (but not limited to) benefits by time saving and benefits by distance. These benefits are broken down by vehicle type and journey purpose to better understand how different user types will benefit from the scheme. Table 6.8 below shows the time benefits saving by vehicle type.

Table 6.8: Package 2 Non-Monetised Time Benefits by Time Saving

Non-Monetised Time Benefits By Time Saving							
Time benefits (thousands of person hrs) by size of time saving							
Vehicle Type	Purpose	< -5 mins	-5 to -2 mins	-2 to 0 mins	0 to 2 mins	2 to 5 mins	>5 mins
Car	Business	0	-5	-551	1138	51	71
Car	Commuting	0	-9	-1249	2539	264	214
Car	Other	0	-44	-7830	14184	1351	1799
LGV Freight	Business	0	-19	-835	1464	114	20
LGV Freight	Commuting	0	0	0	0	0	0
LGV Freight	Other	0	0	0	0	0	0
OGV1	Business	-2	-12	-405	526	27	11
OGV1	Commuting	0	0	0	0	0	0
OGV1	Other	0	0	0	0	0	0

- 6.6.2 Table 6.8 shows that car users experience the greatest time benefit from the implementation of Package 1. Within the car users, the 'other' journey purpose experiences the greatest impact, which is correlates with the composition of trip types across the model.
- 6.6.3 Table 6.9 below shows the journey time benefits by distance.

Table 6.9: Package 2 Non-Monetised Time Benefits by Distance

Non-Monetised Time Benefits By Distance									
Time benefits (thousands of person hrs) by distance									
Vehicle Type	Purpose	< 1 kms	1 to 5 kms	5 to 10 kms	10 to 25 kms	25 to 50 kms	50 to 100 kms	100 to 200 kms	>200 kms
Car	Business	6	244	252	136	37	30	2	-2
Car	Commuting	14	425	661	402	156	91	14	-5
Car	Other	122	3473	2202	1479	817	1156	295	-85
LGV Freight	Business	2	139	275	197	82	55	3	-7
LGV Freight	Commuting	0	0	0	0	0	0	0	0
LGV Freight	Other	0	0	0	0	0	0	0	0
OGV1	Business	0	11	50	39	24	31	4	-15
OGV1	Commuting	0	0	0	0	0	0	0	0
OGV1	Other	0	0	0	0	0	0	0	0

6.6.4 The table shows that those making trips of between 1km - 5kms benefit most from the proposed package. As with the time savings, car users experience the greatest level of benefit, and these apply mostly to those who travel for 'other' purposes.

6.7 Economic Assessment Results

6.7.1 The results of the economic assessment are compared in Table 6.10 below.

Table 6.10 Economic Assessment AMCB Comparison

Value (£,000s) 2010 prices, benefits discounted to 2010	Package 1	Package 2
Benefits		
Greenhouse Gases	423	412
Consumer Users (Commuting)	-247	7,656
Consumer Users (Other)	4,054	18,909
Business Users/Providers	279	8,578
Indirect Taxes	-780	-813
Present Value of Benefits (PVB)	3,729	34,742
Costs		
Broad Transport Budget	10,149	14,409
Present Value of Costs (PVC)	10,149	14,409
Net Benefit / BCR Impact		
Net Present Value (NPV)	-6,420	20,333
Benefit / Cost Ratio (BCR)	0.367	2.411
Value for Money Statement	Poor	High

6.7.2 As referenced above, it should be noted that in the SOBC assessment, Package 1 outperformed Package 2. This is as a result of changes to modelling assumptions, that have come about either due to design changes or new information regarding parking provision. Most significantly, the assumption that Wellington Street Car Park will accommodate many of the future trips drastically affects the benefits that Package 1 provides, whilst Package 2 is well placed to accommodate these trips. The estimated cost of Package 1 has also increased since the SOBC based on more mature design information.

6.7.3 The Economic Assessment has demonstrated that Package 2 provides a much greater Benefit to Cost Ratio than Package 1.

6.8 Mode Shift

- 6.8.1 The SOBC did not include any benefits arising from modal shift. This was due to the scheme being predominantly a highway improvements scheme with the objective of relieving peak-time congestion and delay at Junction 5 on the A1139 Frank Perkins Parkway, and other local routes within the study area. There are walking and cycling improvements proposed as part of the improvement scheme, however these are not expected to stimulate significant modal shift. Mode Shift benefits will be reconsidered within the OBC for the preferred Package.

7. Public Engagement

Introduction

- 7.1.1 In October 2020, Peterborough City Council was awarded £22.9m from the Government's Towns Fund. One of the key components of the Towns Fund is 'Riverside Development and Connections' which includes creating a masterplan for the Embankment.
- 7.1.2 During November 2021, the City Council undertook a public engagement exercise on four different masterplan options for the Embankment. Each option comprises different land-use scenarios.
- 7.1.3 The public engagement exercise included a in-person open day on the 20th November 2021 and a public webinar on the 22nd November 2021. At both events, plans of both Package 1 and Package 2 were presented.
- 7.1.4 General feedback on the four masterplan options was received at the two events as well as via an on-line questionnaire up until 5th December 2021.

Feedback

- 7.1.5 Seven comments relating to transport were received from the public engagement exercise, although the majority of feedback was not directly linked to Package 1 or Package 2, with more general comments around parking and connectivity.
- 7.1.6 Parking was raised in five of the seven comments, particularly with regard to the possibility of the Peterborough United Football Ground relocating to the Embankment.
- 7.1.7 Connectivity to the Embankment was raised in three of the seven comments.
- 7.1.8 The response from Peterborough Civic Society discussed Package 1 and Package 2 and stated that a *'slip road from the northbound Frank Perkins Parkway to Bishops Road would bring large volumes of traffic to an already congested area with no significant parking available for them'*. They also identified that the *'slip road could be used by motorists trying to access the city centre via what is perceived to be a short cut, so bringing a lot more congestion to Bishops Road'*.
- 7.1.9 Peterborough Civic Society perceived the *'dualling of Boongate and use of the large Wellington Street Car Park would be a more practical solution but some would find the 800m walk to the Embankment too far'*.

Summary of Public Engagement

- 7.1.10 The public engagement exercise highlighted that public concerns relating to the Embankment Masterplan and transport were focussed on parking and connectivity.
- 7.1.11 The active travel proposals as part of both Package 1 and Package 2 will assist in improving access to and from the Embankment, particularly along Vineyard Road / St John's Street to Wellington Street Car Park.

- 7.1.12 The Peterborough Civic Society response made reference to each of the Packages, and stated that the dualling of Boongate (Package 2) and use of Wellington Street Car Park is a more practical solution. However, no further analysis can be undertaken on which package is preferred due to the low number of responses.
- 7.1.13 A further public consultation exercise will be undertaken when the pre-liminary design of the preferred Package is complete, to enable comments to be considered for the detailed design.

8. Identification of Preferred Option

- 8.1.1 The purpose of the Package Assessment Report is to summarise the further assessment undertaken on both packages, including a review of policy, design and construction, environment and operational and economic performance, and identify a preferred Package.
- 8.1.2 The University Access Study Strategic Outline Business Case (SOBC) identified two packages of schemes to add capacity to the highway network and address the existing problems of peak hour congestion and delay at key junctions within the study area. Additionally, they will help facilitate development at the Embankment Area and across the wider City Centre area.
- 8.1.3 The key difference between the two packages of schemes is that Package 1 provides a new northbound off-slip (Junction 4a) between A1139 Frank Perkins Parkway and Bishops Road. Package 2 includes the dualling of Boongate between Junction 5 (A1139 Frank Perkins Parkway / Boongate) and Junction 39 (Crawthorne Road / Eastfield Road / Boongate / St John's Street / New Road)
- 8.1.4 A preferred Package could not be determined at the SOBC stage due to ongoing planning and regeneration discussions. Concerns were raised with Package 1 and the operational performance of the highway network directly adjacent to the proposed northbound off-slip as identified in the Strategic Modelling. In addition, as the SOBC programme was drawing to a close, there were changes to a number of the planning assumptions in the study area. The changes included a significant increase in the number of students for the latter phases of the University planning application, and the possibility of the Peterborough United Football Ground relocating to the Embankment.
- 8.1.5 Due to the pace of developments within the study area, a more detailed assessment of the two packages across a range of areas was needed to identify a preferred option. This report documents that further assessment.
- 8.1.6 Each assessment is discussed in turn below.

Strategic Fit Assessment

- 8.1.7 The Strategic Fit Chapter set out a comparison of how well Package 1 and Package 2 fit with local policy and regenerations proposals, including the Local Transport Plan, City Centre Transport Vision and Embankment Masterplan. Package 2 demonstrated a very good strategic fit.
- 8.1.8 The dualling of Boongate, provided as part of Package 2, provides a high-capacity and high-quality link from the Parkway Network to the transport hub at Wellington Street (which is expected to provide parking for the future growth of the Embankment Area) and significantly reduces the number of trips on the routes around the Embankment Area.
- 8.1.9 Package 2 also provides the chance to redevelop the area around Junction 39, creating significant opportunities to improve walking and cycling infrastructure, as well as public transport infrastructure.
- 8.1.10 Given the timing of development and pace of growth on the Embankment, delivery of Package 2 would likely form the first phase of implementation of the City Centre Transport Vision.
- 8.1.11 Package 1 did not demonstrate a good strategic fit; the new northbound off-slip delivers high volumes of traffic on to a low-capacity part of the network with limited scope for improvement, and does not work in conjunction with a Transport Hub at Wellington Street which has been confirmed since the SOBC was produced. Package 1 did not meet the ambition of the City Centre Transport Vision or the development objectives for the Embankment Area.

Design and Construction Assessment

- 8.1.12 Each improvement identified in Package 1 and Package 2 was considered in terms of design constraints and potential construction issues. The assessment concluded that there are not considered to be any insurmountable design or construction challenges associated with either package.
- 8.1.13 Package 1 required no third-party land to construct the new off-slip. However, the provision of the new off-slip will impact the Bishop's Road recreation area, reducing its size. Construction of the new northbound off-slip is not considered to be difficult, as much of the slip-road can be built off-line with night-time or weekend closures used for tie-ins at either end.
- 8.1.14 The concept design has tried to minimise the impact on the Corsican Elms through realignment of the road, with only two trees requiring removal. Four other trees (of different species) will also need to be removed on the southern side of the recreation area.

- 8.1.15 The land required to construct the Boongate Dualling is within the highway boundary or Community Related Asset (CRA) land which is controlled by the Council. The dualling of Boongate will impact the current turning head on Dickens Street which will require relocation. Several parking spaces on Dickens Street may be lost to this relocation, as well as a portion of the tree and shrub belt, requiring complimentary landscaping works to offset the impact.
- 8.1.16 Construction of this scheme can predominantly be undertaken off-line, with no disruption to the existing network. Consideration will need to be given on how best to minimise disruption to a key route into the City Centre from the Parkway Network, and what impacts and constraints are associated with night-time working in an urban area close to residential areas.

Environmental Assessment

- 8.1.17 The environmental assessment focused on the significant new pieces of infrastructure in each package: the new northbound off-slip (Junction 4a) in Package 1; and the dualling of Boongate in Package 2 to assist with determining the preferred option from an environmental perspective.
- 8.1.18 An environmental appraisal was completed for each of the following areas:
- Air Quality
 - Archaeology and Cultural Heritage
 - Landscape and Visual
 - Biodiversity
 - Noise and Vibration
 - Water: Hydrology and Drainage
 - Socio Economic and Community Impacts
 - Socials and Geology
- 8.1.19 The overall environmental assessment of the northbound off-slip (Package 1) is Amber and for Boongate Dualling (Package 2) is Amber/Green. This is based on the assumption that appropriate mitigation would be included as part of the Scheme design and construction methodology and would be fully developed as the either scheme progresses. It is a preliminary assessment and further environmental assessments will be undertaken as the design progresses.
- 8.1.20 The environmental assessment identified a number of additional constraints for the northbound off-slip when compared to Boongate Dualling and present a greater risk to delivery.
- 8.1.21 The northbound off-slip is situated upon recreational urban green land and should be noted as a potential higher risk to the delivery of the scheme. It also has the potential to impact the setting of high value a heritage asset (Peterborough Cathedral).

- 8.1.22 Boongate Dualling will require removal of a favourable habitat for protected species comprising trees, tall ruderals, wildflowers, and scrub. However appropriate mitigation can be designed in to offset this.

Operational Assessment Summary

- 8.1.23 The Operational Assessment has shown that Package 2 performs better than Package 1 based on the Model Summary Statistics, Subpath analysis and LOS results.
- 8.1.24 Bishop's Road is a low-capacity road with residential properties along its northern edge. The additional demand on Bishop's Road in Package 1 causes gridlock on the adjacent highway network with vehicles travelling westbound on Bishop's Road and Fengate, and northbound on Vineyard Road experiencing severe delays. The queuing and delay on these routes causes a significant amount of traffic to re-route along Star Road to avoid these delays. Star Road already has traffic calming and any increase in vehicles on this route is likely to be unacceptable. There are limited options to increase the capacity of Bishop's Road or Vineyard Road without significantly changing the nature of the road.
- 8.1.25 The queuing and delay along Bishop's Road have a knock-on impact to the new northbound off-slip which also suffers from severe queues, extending back to the A1139 Frank Perkins Parkway.
- 8.1.26 Package 2 provides a high-quality, high-capacity direct route from the A1139 Frank Perkins Parkway to Wellington Street Car Park. Overall Package 2 operates effectively in both the AM and PM Peak Hours. The impact on queuing and delay on the approaches to the junctions in the study area is minimal with the majority maintaining or improving conditions experienced in the Do-Minimum Scenario.
- 8.1.27 The Football Stadium Sensitivity Test has shown that the local and wider highway network is expected to suffer from significant unmet demand should the Football stadium be introduced to the Embankment. Package 2 copes with the Stadium demand better than Package 1, but there is still a clear deterioration in performance of the package.

Economic Assessment Summary

- 8.1.28 An Economic Assessment was undertaken on both packages using updated cost information provided by the latest design phase and incorporating the latest assumptions from the University Planning Application.
- 8.1.29 The Economic Assessment has demonstrated that Package 2 provides a much greater Benefit to Cost Ratio than Package 1.

- 8.1.30 The results reverse the results from the assessment at SOBC, when Package 1 achieved a much higher value for money than Package 2. This is as a result of changes to modelling assumptions, that have come about either due to design changes or new information regarding parking provision. Most significantly, the assumption that Wellington Street Car Park will accommodate many of the future trips drastically affects the benefits that Package 1 provides, whilst Package 2 is well placed to accommodate these trips. The estimated cost of Package 1 has also increased since the SOBC based on more mature design information.

Identification of Preferred Option

- 8.1.31 Each of the assessments discussed above has identified a preferred option. Table 8.1 summarises the preferred option identified in each assessment area.

Table 8.1: Summary of Preferred Option by Assessment Area

Assessment Area	Preferred Package
Strategic Fit Assessment	Package 2
Design and Construction Assessment	No preferred package
Environmental Assessment	Package 2
Operational Assessment	Package 2
Economic Assessment	Package 2
Public Engagement	No preferred package

- 8.1.32 It is clear from each of the assessments undertaken, that Package 2 is the better performing option and therefore will be taken forward to Preliminary Design and Outline Business Case as the preferred option.
- 8.1.33 Package 2 has a strong policy fit, especially with regards to the objectives of the City Centre Transport Vision. Package 2 provides a high-capacity, high-quality link from the A1139 Frank Perkins Parkway to the transport hub at Wellington Street (which is expected to provide parking for the future growth of the Embankment Area). The operational assessment demonstrated that Package 2 provides significant improvements to junctions to accommodate the additional traffic without causing significant queueing on low-capacity roads and rat-running on routes within the study area.
- 8.1.34 Package 2 also creates the opportunity to drastically redevelop the area around Junction 39, creating significant opportunities to improve walking and cycling infrastructure, as well as public transport infrastructure.
- 8.1.35 Given the timing of development and pace of growth on the Embankment, delivery of Package 2 would likely form the first phase of implementation of the City Centre Transport Vision.

Next Steps

- 8.1.36 Subject to acceptance of this Package Assessment Report and its recommendation to proceed with Package 2, the next stage of scheme development is to undertake the Preliminary Design of all the schemes included within Package 2, including all supporting tasks such as site surveys, environmental assessments, and stakeholder engagement. This phase of work will then culminate with an Outline Business Case (OBC) that will be submitted to the CPCA for review and approval. The next phase of work is expected to begin in April 2022 and is expected to last until July 2023. Funding to progress the Preliminary Design and OBC needs to be secured to enable this work to progress.

Appendices

Appendix A: Concept Design Drawings

Appendix B: Environmental Assessment Report

Major Road Network (MRN) & Large Local Major (LLM) Schemes

Strategic Outline Business Case Submission

All submissions for consideration for the MRN or LLM pipelines and development funding must be supported by:

- A completed bid pro-forma (Part One).
- A checklist to highlight where key information can be found in the SOBC (Part Two).
- A Strategic Outline Business Case (SOBC) as defined in the Department's Transport Business Case Guidance and any Annexes as necessary. Please see: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/85930/dft-transport-business-case.pdf

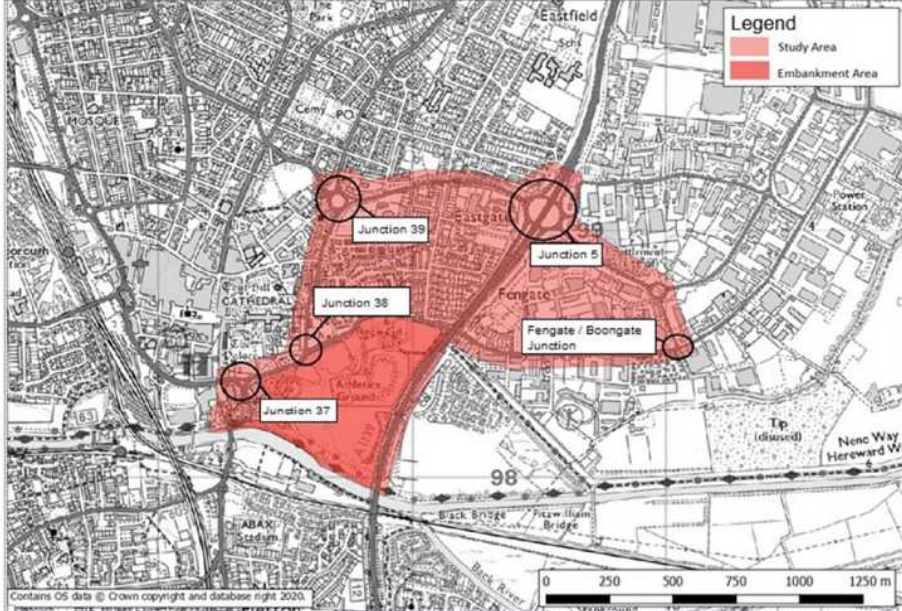
The checklist (b) details some key items that should be included within the SOBC for a candidate for MRN or LLM development funding.

The SOBC should be submitted alongside the MRN Regional Evidence Base and scheme priorities.

Proposed MRN and LLM schemes should only be road schemes as both programmes are now funded from the National Roads Fund. MRN schemes should be situated on the MRN, while LLM schemes should be for local roads which could include but are not limited to roads on the MRN. The Department's contribution will normally be between £20 million and £50 million for MRN schemes and above £50 million for LLM schemes.

Part One: Pro-forma

Basic Information

Scheme Name	A1139 University Access
STB Region / Regional Group	East of England
Promoting Authority	Cambridgeshire and Peterborough Combined Authority (CPCA)
Scheme location	<p>Road name/number and section:</p> 
Scheme location	Latitude and longitude:

Contact Details

Please provide a contact name from the promoting authority for enquiries relating to this bid:	Anna Graham
Please provide a contact email from the promoting authority for enquiries relating to this bid:	Anna.graham@cambridgeshirepeterborough-ca.gov.uk

Please provide a contact phone number from the promoting authority for enquiries relating to this bid:	07923250209
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Consultancy Input

Please provide the name of any consultancy companies/lead consultants involved in the preparation of the SOBC .	Milestone (formerly Skanska) working on behalf of Peterborough City Council.
Please provide the name of any consultancy companies/lead consultants involved in the preparation of the modelling (if different from above).	As above

1) Introduction

Please provide a clear narrative to describe the scheme in the text box below (max 100 words).

The Peterborough Local Plan (adopted July 2019) sets out the overall vision, priorities and objectives for Peterborough for the period up to 2036. It includes the establishment of a University in Peterborough and is being delivered by both the Combined Authority and Peterborough City Council. The Embankment area is expected to attract significant growth in addition to the University.

The SOBC focuses on the highway network near to the Embankment area, including Junction 5 of the A1139 Frank Perkins Parkway and the surrounding roads of Bishops Road, Vineyard Road, and Boongate. It also considers the southern part of Fengate. Its aim is to identify any potential need for transport improvements to support growth and the University site.

2) Development of scheme so far

Which description in the table below best matches the current stage of scheme development? Please tick only one box

We have identified the problem (e.g. the stretch of road or junction) and have a wide range of potential options but have not yet started to identify specific solutions.	
We have done some high level work to sift out some options and have a shortlist of high level options which can be described and drawn on a map. Alignments may not be precise.	
We have sifted down to a small number of options (e.g. 2 to 4) with precise alignments but have not yet settled on a preferred option.	
We have settled on a preferred option or alignment – possibly with some minor design elements left to decide (e.g. junction types).	✓

Have you produced any of the following documents (as defined in WebTAG)?

Option Appraisal Report (OAR)	Y
Appraisal Specification Report (ASR)	Y

Please provide any other information in the box below to describe what option development work has been done to date and reference with hyperlinks or attachments. In particular, illustrate why alternative/lower cost/phased options have been ruled out.

The SOBC sets out the case for transport improvements for the Embankment area and demonstrates that intervention is needed to reduce existing and future congestion and facilitate the development of the Embankment area including the University of Peterborough.

A total of fourteen options were identified, with potential schemes ranging widely in estimated cost and level of effect on the operation of the area in focus of the SOBC. The DfT's Early Assessment Sifting tool (EAST) was used to assess the long list of options against project objectives, the Options Assessment Report (OAR) details the criteria used in the sift. The EAST scoring assessment is shown in Appendix B of the OAR.

The EAST assessment discounted only one option as it failed to improve capacity. The remaining 13 options were taken forward to develop packages of interventions with the SATURN-based Peterborough Transportation Model 3 (PTM3).

The Assessment methodology for the shortlisted options is detailed in the OAR, 4.2.

Two packages were identified, each with a number of interventions, have been identified for further development. Package 1 includes the following improvements,

- New Northbound off-slip linking the A1139 Frank Perkins Parkway with the Bishop's Road
- 40m flare extension on the Bishop Road East (Junction 38)
- Signalisation of the A1139 Frank Perkins Parkway southbound off-slip (Junction 5)
- 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East (Boongate/Fengate Junction)
- Creation of a roundabout at St Johns Street/Wellington Street

Package 2 contains the following improvements,

- Signalisation of the A1139 Frank Perkins Parkway northbound and southbound offslips, extension of the northbound off-slip left turn flare and provision of a left dedicated lane from the A1139 Frank Perkins Parkway northbound off-slip to Boongate west (Junction 5)
- 40m flare extension on the Bishop Road East (Junction 38)
- Dualling of Boongate West between Junction 5 and Junction 39

- 40m flare extension on Fengate West and creation of a dedicated right turn lane on Fengate East (Boongate/Fengate Junction)
- Creation of a roundabout at St Johns Street/Wellington Street

Each package was developed iteratively with different options added to address specific issues identified through the transport modelling.

Further analysis of the two packages has been undertaken in the Package Assessment Report and concluded that Package 2 performed better than Package 1, economically and operationally. This is due to changes in the modelling assumptions due to either design alterations or reflecting changes in the planning application for the University.

3) Strategic Case – Problems and Objectives

Please describe the problems the scheme is being designed to solve and how the scheme will support MRN and LLM objectives (see Strategic Case Checklist in Part B) and key national strategic priorities (e.g. access to international gateways and HS2 connections) in no more than 250 words.

The Peterborough Local Plan (adopted July 2019) sets out the overall vision, priorities and objectives for Peterborough for the period up to 2036. It includes the establishment of a University in Peterborough and is being delivered by both the Combined Authority and Peterborough City Council. The Embankment area is identified as an opportunity area by Peterborough City Council and is expected to attract significant growth in addition to the University.

The A1139 Fletton Parkway / Frank Perkins Parkway enables traffic to move strategically around the city. It is a key commercial corridor linking Norfolk, and multiple regional and local businesses, with the strategic road network. In addition, Junction 5 provides one of the key access points to Fengate, a large employment area within Peterborough. The University of Peterborough will also attract many new trips to this part of the transport network. The delivery of a scheme in this area will unlock economic development opportunities and increase the attractiveness for potential investors within Fengate and to the east of Peterborough City Centre, including the Embankment, as a reduced delays and improved journey time reliability.

A review of the pedestrian and cycleways was conducted as part of the SOBC and improvements identified for further development.

Table 2.1 in the SOBC details the alignment between the project and MRN objectives.

Please describe/explain in the box below the impact of not taking forward this scheme (max 200 words).

Significant capacity issues exist on the A1139 Frank Perkins Parkway and traffic conditions are forecast to get worse with proposed growth if no improvements are delivered. There is currently severe peak hour congestion and delay at Junction 5, with queues extending back onto the A1139 Frank Perkins Parkway in the AM peak hour. The development of the Embankment and University Site would become severely constrained if capacity improvements are not identified and implemented.

The provision of additional capacity at / or close to Junction 5, will ease congestion, improve journey time reliability, and improve the network resilience of the A1139 Frank Perkins Parkway and MRN, as well as the surrounding local road network.

4) Economic Case - Value for Money

Please summarise in the boxes below your current understanding of the likely costs and benefits of the scheme. Please include your estimate of the indicative Benefit Cost Ratio if one is available.

This should cover both monetised and non-monetised costs and benefits.

Please reference the SOBC where relevant and any reports on this to date (please provide hyperlinks or attachments).

If more than one option is still live please detail the relative costs and benefits of each, if available. In doing so, please make clear the age and source of the underlying data and any assumptions.

Value (£'000s) 2010 prices, benefits discounted to 2010	Package 1	Package 2
Benefits		
Greenhouse Gases	557	479
Consumer Users (Commuting)	7,160	8,892
Consumer Users (Other)	15,127	16,362
Business Users/Providers	10,383	12,598
Indirect Taxes	-1,082	-913
Present Value of Benefits (PVB)	32,145	37,418
Costs		
Broad Transport Budget	6,154	23,776
Present Value of Costs (PVC)	6,154	23,776
Net Benefit / BCR Impact		
Net Present Value (NPV)	25,991	13,642
Benefit/Cost Ratio (BCR)	5.223	1.574
Value for Money Statement	Very High	Medium

The Present Value of Benefits used in the assessment have been derived from the SATURN-based Peterborough Transportation Model (PTM3) used to assess the impact of the scheme in future years. Results from this modelling were then assessed using the Transport User Benefits Appraisal (TUBA,

1.9.14) tool to calculate a scheme BCR.

Since completing the SOBC a Package Assessment Report was undertaken to update the assumptions and determine a preferred package. The Table below shows the economic assessment outcome.

Value (£,000s) 2010 prices, benefits discounted to 2010	Package 1	Package 2
Benefits		
Greenhouse Gases	423	412
Consumer Users (Commuting)	-247	7,656
Consumer Users (Other)	4,054	18,909
Business Users/Providers	279	8,578
Indirect Taxes	-780	-813
Present Value of Benefits (PVB)	3,729	34,742
Costs		
Broad Transport Budget	10,149	14,409
Present Value of Costs (PVC)	10,149	14,409
Net Benefit / BCR Impact		
Net Present Value (NPV)	-6,420	20,333
Benefit / Cost Ratio (BCR)	0.367	2.411
Value for Money Statement	Poor	High

Indicative Benefit to Cost Ratio (if available)	<p>The SOBC BCRs</p> <p>Package 1 BCR 5.2</p> <p>Package 2 BCR 1.6</p> <p>Package Assessment Report BCRs</p> <p>Package 1 BCR 0.4</p> <p>Package 2 BCR 2.4</p>
Indicative value for money category	<p>The SOBC Value for Money Statement is,</p> <p>Package 1 Very High</p> <p>Package 2 Medium</p> <p>The Package Assessment Report Value for Money Statement is,</p> <p>Package 1 Poor Value for Money</p> <p>Package 2 High Value for Money</p>

Please outline in the box below the assumptions and uncertainties behind these benefit estimations.

The approach to the appraisal is detailed in the SOBC, section 3.3
The Package Assessment Report provides further analysis and the appraisal approach is detailed in section 6.2

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5) Financial Case

Cost of producing OBC

Please provide a breakdown of the estimated costs of scheme development from inception to Outline Business Case in the following format.

Package 1

Heading	Further spend required to get to Outline Business Case	Updated Figures following Package Assessment Report
Project Management	£ -	
Engineering and Technology	£ 326,538 (Site Surveys)	£501,653 (surveys)
Transport Planning and Demand (Scheme model development)	£ 75,000	£200,000
Environment and Planning	£ 247,904 (Prelim Design)	£701,009
Funding and Finance	£ -	
Engagement and Communication	£ -	
Legal	£ -	
Land and Property Referencing	£-	
Sub Total	£ 649,442	£1,402,662
TOTAL	£ 649,442	£1,402,662

Package 2

Heading	Further spend required to get to Outline Business Case	Updated Figures following Package Assessment Report
Project Management	£ -	
Engineering and Technology	£ 1,235,319 (Site Surveys)	£549,868 (Surveys)
Transport Planning and Demand (Scheme model development)	£ 185,700	£200,000
Environment and Planning	£ 933,239	£1,039,978
Funding and Finance	£ -	
Engagement and Communication	£-	
Legal	£-	

Land and Property Referencing	£-	
Sub Total	£ 2,354,258	£1,789,846
TOTAL	£ 2,354,258	£1,789,846

It may be difficult to determine the precise date when scheme development started but we are interested in recent costs on this specific scheme. So please do not include:

- Historic costs. For example, if a body of work was undertaken ten years ago and shelved only to be restarted a year ago, only include costs from the restart.
- The cost of developing wider local transport strategies even if this scheme emerged from them.
- The cost of local model development for wider purposes. Only modelling specifically for this scheme should be included.

Development funding request

Please break the total of producing the OBC into financial years and indicate how much is being sought from DfT. (Please express in £m to three decimal points)

Package 1	2022/23	2023/24	TOTAL
Funding sought from DfT	£701,330	£233,777	£935,107
Local funding	£350,666	£116,888	£467,554
TOTAL	£1,051,996	£350,665	£1,402,661

Package 2	2022/23	2023/24	TOTAL
Funding sought from DfT	£894,922	£298,308	£1,193,230
Local funding	£477,462	£149,154	£596,615
TOTAL	£1,342,384	£447,462	£1,789,846

As advised from DfT a total of a one third contribution would be made by the Combined Authority. The forecast of estimates shown above are current estimates based on the current programme and includes £160,000 Combined Authority funding to enable phase one of the OBC to be undertaken.

Please confirm whether the contribution to development funding sought from DfT can be capitalised (you may provide additional comments or qualifications as necessary)?	Y
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Capital cost of scheme

Please provide your best estimate of the capital cost of the scheme (excluding the costs of producing an OBC above).

We recognise that the scope and cost of the scheme may be approximate at this stage, but, if possible, please provide:

- The cost of each option if more than one. And please express as a range if necessary.
- Out-turn prices but ensure that the current prices and inflation uplift can be separately identified.
- Please include and separately identify the preparation costs (between OBC and start of construction).
- Please include a reasonable estimate of risk/contingency but do not add an additional optimism bias uplift (reference web-tag guidance if unclear).
- Explain the basis of the cost estimate (e.g. is it derived from detailed bills of quantities, benchmarked against other schemes etc).

The SOBC

Risk Adjusted Base Costs (2020 Prices) – Package 1

Calendar Year	Construction Costs (£)	Land & Property Costs (£)	Preparation and Supervision Costs (£)	Risk Allowance (£)	Risk Adjusted Base Cost (£)
2021			569,869		569,869
2022			332,741		332,741
2023	1,398,130	100,000	280,398	186,168	1,964,695
2024	2,796,259		368,328	372,335	3,536,923
2025					
Total	4,194,389	100,000	1,551,337	558,503	6,404,228

Risk Adjusted Base Costs (2020 Prices) – Package 2

Calendar Year	Construction Costs (Highways) (£)	Construction Costs (Structures) (£)	Land & Property Costs (£)	Preparation and Supervision Costs (£)	Total Base Investment Cost (£)
2021				1,821,317	1,821,317
2022				981,047	981,047
2023	2,754,115	2,488,986	100,000	952,288	6,295,389
2024	5,508,230	4,977,972		1,406,471	11,892,672
2025					
Total	8,262,345	7,466,957	100,000	5,161,123	20,990,426

The cost estimates have been costed based on initial design information, and include risk allowance with COVID -19 related construction risks

Package Assessment Report

Package 1

Package 1	Scheme / Component	Base Investment Cost (No Risk)	Risk Allowance	Risk Adjusted Base Cost
1.1	New A1139 NB Off-slip onto Bishops Road (Junction 4a)	£ 5,023,589	£ 1,186,335	£ 6,209,924
1.2	Junction 38 Improvements	£ 456,909	£ 75,861	£ 532,770
1.3	Fengate / Boongate Junction Improvements	£ 771,849	£ 140,768	£ 912,618
1.4	Junction 5 Improvements	£ 676,189	£ 134,321	£ 810,510
1.6	Wellington Street Improvements	£ 455,992	£ 74,136	£ 530,128
1.7	Junction 39 Improvements	£ 679,948	£ 146,720	£ 826,669
1.8	Sustainable Transport Improvements	£ 1,318,559	£ 263,712	£ 1,582,271
OBC	(Modelling, Business Case, Consultation, Stakeholder Engagement)	£ 200,000	£ 20,000	£ 220,000
FBC	(Modelling, Business Case, Consultation, Stakeholder Engagement)	£ 160,000	£ 16,000	£ 176,000
Total		£ 9,743,036	£ 2,057,854	£ 11,800,890

Note that the costs of Package 1 have increased since the SOBC as further survey and design work have identified higher construction costs associated with each of the schemes, including the requirement for an underpass beneath the new slip road.

Package 2

Package 2	Scheme / Component	Base Investment Cost (No Risk)	Risk Allowance	Risk Adjusted Base Cost
2.1	Boongate Dualling	£ 9,147,086	£ 2,171,251	£ 11,318,337
2.2	Junction 38 Improvements	£ 447,375	£ 75,861	£ 523,237
2.3	Fengate / Boongate Junction Improvements	£ 759,484	£ 140,768	£ 900,252
2.4	Junction 5 Improvements	£ 661,275	£ 134,321	£ 795,596
2.6	Wellington Street Improvements	£ 444,854	£ 74,136	£ 518,990
2.7	Junction 39 Improvements	£ 668,810	£ 146,720	£ 815,530
2.8	Sustainable Transport Improvements	£ 1,302,886	£ 263,712	£ 1,566,598
OBC	(Modelling, Business Case, Consultation, Stakeholder Engagement)	£ 200,000	£ 20,000	£ 220,000
FBC	Full Business Case	£ 160,000	£ 16,000	£ 176,000
Total		£ 13,791,770	£ 3,042,770	£ 16,834,539

Risk allowance has been applied on a scheme-by-scheme basis and varies between 16% and 24% (with 10% allowed applied to further design and business case development work). Optimism Bias has also been applied to the Risk Adjusted Base Cost for the construction of each scheme using a rate of 46% for roads and active travel improvements and 55% for structures in line with TAG unit A1.2 (July 2021).

A cost allowance has also been included for Sustainable Transport Improvements in the area. The

benefits of these schemes are not included in the economic assessment at this stage and are expected to improve the package BCRs when incorporated as part of the Outline Business Case.

Affordability (LLM schemes only)

Please provide in the box below a brief summary of why the scheme would be unaffordable other than via this bid to the LLM fund. Proposed LLM schemes should be single schemes that can only be delivered or justified as a whole. The Department's contribution will normally be above £50 million for LLM schemes.

N/A

6) Management Case

Outline Business Case delivery

Please provide a timeline for the production of an OBC.

A GANNT chart would be helpful but is not necessary. However please include the following milestones with dates:

- Production of SOBC, OAR and ASR (if not already produced).
- Production of LMVR.
- Completion of base model (if necessary)
- Forecasting report
- Start and end of public consultation
- Adoption of preferred option

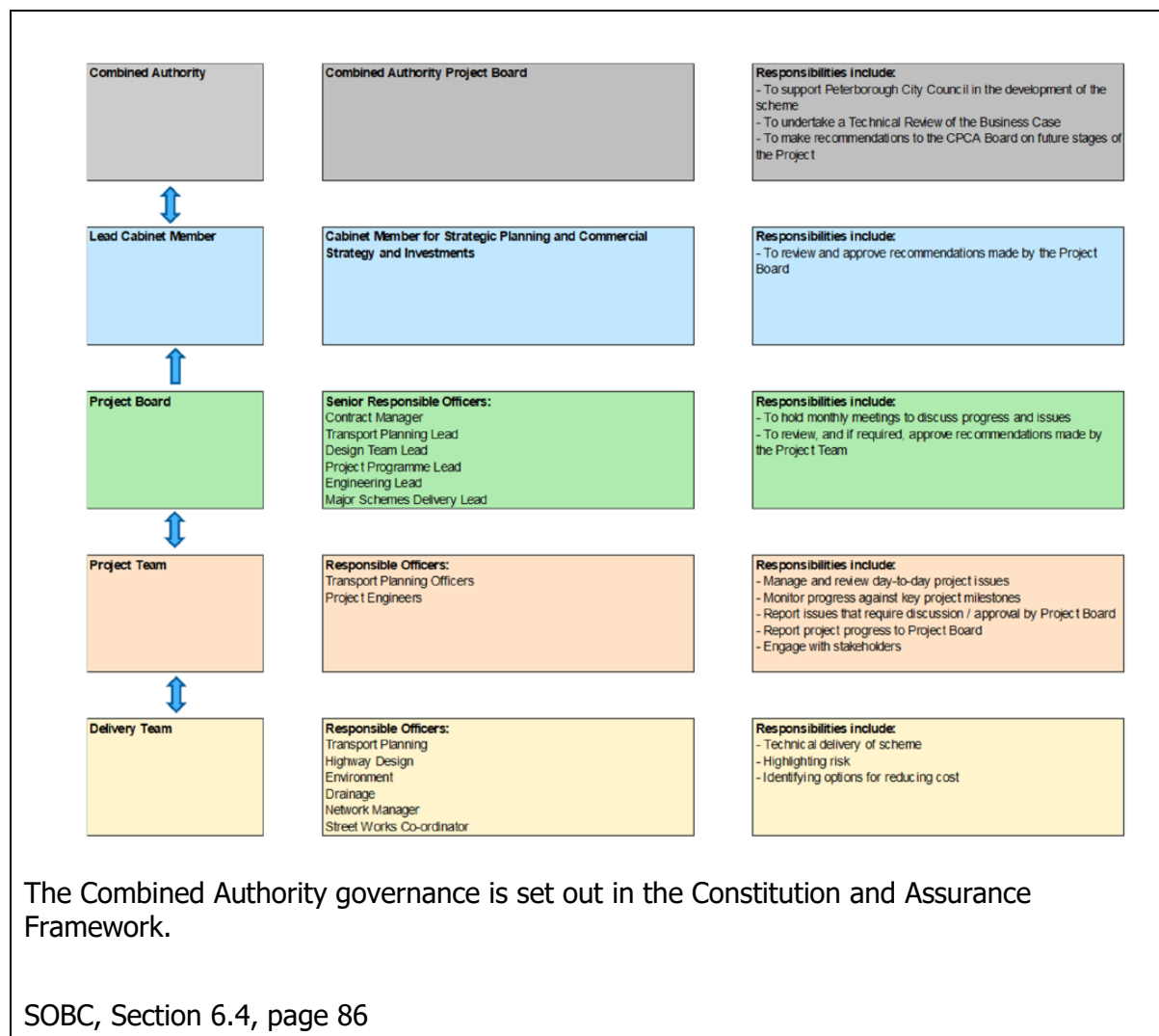
An indicative timeline has been produced below:

Timescale	Milestone Activity
January 2020	Strategic Outline Business Case and Option Assessment Report Submitted to CPCA and DfT
January 2021 - March 2021	Strategic Outline Business Case reviewed by DfT and approval sought from CPCA Board to release funding to undertake Phase 1 of the Outline Business case
April 2021 – October 2021	Phase 1 of Outline Business Case (Further detailed study, including microsimulation modelling to determine preferred package)
November 2021 – December 2021	Phase 1 of Outline Business Case reviewed by DfT and approval sought for the release of funding to undertake Phase 2 of Outline Business Case and Preliminary Design
January 2022 – February 2023	Outline Business Case produced and Preliminary Design undertaken
February 2023	Outline Business Case and Preliminary Design Submitted to DfT
March 2023	Outline Business Case reviewed by DfT and approval sought for the release of funding to undertake Detailed Design and produce a Full Business Case
April 2023 – February 2024	Detailed Design undertaken and Full Business Case produced
February 2024	Full Business Case and Detailed Design Submitted to DfT
March 2024	Full Business Case reviewed by DfT and approval sought for the release of funding to undertake construction
April 2024 onwards	Commencement of construction of scheme

Programme taken from SOBC and to be updated following agreement of funding

Outline Business Case Governance

Please set out the basic governance arrangements for production of the OBC, roles, responsibilities, resources etc.



Scheme Delivery

Please state the estimated delivery milestones as below, assuming MRN or LLM Programme Entry is granted at least 3 months after submission of the OBC. Please amend/add to milestones as necessary.

Submission of Outline Business Case (OBC) (for subsequent milestones assume at least 3 months from OBC to programme entry decision).	As above table milestones.
Submission of planning application.	
Determination of planning decision.	
Publication of scheme orders/CPOs (see section 7 below).	
Completion of Public Inquiry (if not applicable, see section 7).	
Confirmation of all statutory orders and consents.	

Completion of procurement.	
Full Business Case submitted to DfT.	
Start of Construction (assume 3 months from FBC to funding commitment).	
Scheme open to public.	

Note: If planning consent, scheme orders, CPOs or a public inquiry are not required please insert 'n/a' and provide an explanation in Section 7 below.

7) Orders and consents

Do you envisage that CPOs will be necessary? If not please explain here or insert appropriate reference to relevant SOBC paragraph.	N – Refer to SOBC, para 3.7
Are other statutory/highways orders required that would normally require a Public Inquiry (e.g. Side Roads Orders, Transport and Works Act Order). Please specify.	N – SOBC, para 2.14
What other statutory orders/consents are required? (e.g. heritage, environmental consents).	Y- SOBC, para 2.14
If CPO and other orders are required does your timetable assume that there will be a public enquiry? If not please explain here or insert appropriate reference to SOBC document.	N/A

8) Stakeholder Support

Please provide evidence of support for this scheme prior to the development of this bid, referencing activity from businesses, campaign groups, MPs etc.

It would be helpful to include any relevant links to news stories, campaign websites etc.

The Transport and Infrastructure Committee and The Combined Authority Board are comprised of political members from the constituent councils. The SOBC has been presented to both the Committee and Board to seek approval to finalise the document and to progress to the phase one of the OBC. A majority approval was given.

The SOBC section 2.13 provides stakeholder details.

Public engagement was undertaken as part of the Package Assessment Report - Phase 1 OBC. An integrated approach to the public engagement took place with the packages being included in the Embankment Masterplan engagement which took place in November 2021.

The Embankment Masterplan public engagement, which included the packages of transport options, used both a website, a webinar and an in-person event to gather views. A total of 1,489 surveys were completed.

In general there was support for improving connectivity around the embankment area. The Civic Society considered package 2 to be the more practical solution, but raised concern that the Wellington St Car Park is 800m walk to the embankment which may put off many wishing to use the embankment.

Does this scheme have implications for Highway England or Network Rail infrastructure? If so, using the box below describe what discussions have taken place with either of these organisations to facilitate this scheme?

At this stage we do not envisage any implications for National Highways and Network Rail.

9) Section 151 Officer Declaration

As Section 151 Officer for Cambridgeshire Peterborough Combined Authority I declare that the cost estimates quoted in this bid are accurate to the best of my knowledge and that Cambridgeshire Peterborough Combined Authority

[1] has allocated sufficient budget to develop the scheme's OBC on the basis of its proposed funding contribution.

[2] accepts responsibility for meeting any costs of developing the OBC over and above the DfT contribution requested, including potential cost overruns, and the underwriting of any third party contributions.

[3] accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested.

Name: Jon Alsop	Signed:
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Please email this completed form to:

LT.plans@dft.gov.uk

Please note that the size limit for attachments to a single incoming email to DfT is 20MB. If your submission is larger than this please submit separate emails, use a zip folder, or convert large files to an alternative format.

We would prefer it if annexes are separated out into individual pdf documents.

Part Two: Checklist

Please complete this checklist by referencing locations where the relevant material can be found in the SOBC document.

Strategic Case

Item		Section/Page
A detailed description of the physical scope of the scheme.		Page 45
The objectives of the scheme.		Section 3.8-page 34
A description of the process by which the scheme came to be identified as the preferred option for meeting those objectives including why alternative options were discarded.		Section 2.15 from page 41
How the objectives of the scheme align with the MRN, LLM and national transport objectives We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.	<ul style="list-style-type: none">• To ease congestion and provide upgrades on important national, regional or local routes.	<ul style="list-style-type: none">- Table 2.1 page 10- Page 18

Item		Section/Page
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To unlock economic growth, job creation opportunities, and support rebalancing. 	<ul style="list-style-type: none"> - Table 2.1 page 10 - Section 2.5 page 24 - Page 29, 30 - Page 34
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To enable the delivery of new housing developments. 	<ul style="list-style-type: none"> - Table 2.1 page 10 - Page 31
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To support all road users. 	<ul style="list-style-type: none"> - Table 2.1 page 10 - Page 21, 22, 23 - Appendix B

Item		Section/Page
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To support the Strategic Road Network. 	<p>N/A</p>
<p>For schemes that directly aim to facilitate commercial or housing development on specific sites, details of the sites, current planning status, status of developer commitment and the expected impact of the scheme.</p>		<p>SOBC, section 1.3, page 4</p>
<p>The impact the scheme would have on:</p> <ul style="list-style-type: none"> Access to planned HS2 stations or sites. 		
<ul style="list-style-type: none"> Access to International Gateways. 		
<p>If relevant, details of public consultation activities on the scheme to date, and key findings including how any key questions/concerns have been addressed.</p>		

Economic Case

Not all of the following documents are required at the SOBC stage.

If they have been produced please reference their location within the SOBC and/or supply the necessary documents.

Item	Section/Page
Option Assessment Report (OAR)	Separate Report
Data Collection Report	
Local Model Validation Report (LMVR)	
Present Year Validation Report (if required)	
Forecasting Report	
Economic Appraisal Report	
Social and Distributional Impacts Assessment	

Management Case

Item		Section/Page
Governance structure (including SRO, Project Board, Project Manager, and other key roles, and resourcing levels).		SOBC, Section 6.4, page 86
Detailed Project Plan		
Risk Management	Detailed Risk Register	Appendix B
Risk Management	Narrative to explain the most significant risks, how they are being managed and their potential impact on time and budget.	Section 2.12, page 38
Risk Management	Risk management strategy	Section 6.9 page 92
Project Assurance e.g. Gateway Reviews		CPCA assurance Framework
Evaluation Outline evaluation plan including a statement of core evaluation objectives.		SOBC, Section 6.10, page 92 Monitoring and Evaluation Plan

Commercial Case

Item	Section/Page
Description of the preferred procurement strategy	Section 5.3, page 81
Rational for the selection of preferred procurement route against possible alternatives	As above
Explanation of how costs and risks will be shared throughout the contract	Section 5.4, page 82 and See Risk Management above

Financial Case

Item	Section/Page
Cost breakdown	Table 4.4 page 71 & Table 4.9
Details of and justification for inflation assumption used.	Table 4.1 page 69, 72, 75
Risk Assessment	See Risk Management above
Evidence of potential third party contributions	Funding Constraints page 76



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.4

St Ives and A141 Strategic Outline Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Rowland Potter, Head of Transport
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the development and costing up of the next stage of the project for Outline Business Case and Preliminary design.b) Approve the programme for, and costing up of, the Local Improvement schemes for St Ives.
Voting arrangements:	<p>A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members</p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

1. Purpose

- 1.1 The report to the Transport and Infrastructure Committee provided an introduction and update on progress on the St Ives study, explained the progress and outcomes of the A141 and St Ives Strategic Outline Business Case, discussed Discuss St Ives Local Improvement Schemes and proposed the next stages to progress the project.
- 1.2 The Board is recommended to approve the development and costing up of the next stage of the project for Outline Business Case and Preliminary design and to approve the programme for, and costing up, of the Local Improvement schemes for St Ives.
- 1.3 These proposals were considered by the Transport and Infrastructure Committee on 12 January 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.4 The Committee report and appendices can be viewed via the link below. Item 2.4 refers:
[Transport and Infrastructure Committee - 12 January 2022](#)

2. Considerations

- 2.1 None.

3. Appendices

- 3.1 None

4. Background Papers

- 4.1 [Combined Authority Board report 6 January 2021 - A141 SOBC](#)
- 4.2 [Combined Authority Board report 9 June 2021 - A141 SOBC](#)
- 4.3 [A141 Huntingdon Northern Bypass Existing Conditions report](#)
- 4.4 [A141 Huntingdon Northern Bypass Transport Study Engagement report 2.0](#)
- 4.5 [Huntingdon and St Ives Transport Study SOC v2.1](#)
- 4.6 [Huntingdon and St Ives Transport Study OAR v1.0](#)
- 4.7 [St Ives Transport Study Engagement report v2.0](#)
- 4.8 [St Ives Transport Study Existing Conditions report v2.0](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.5

A10 Outline Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Rowland Potter, Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2021/080
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the outputs of the Cambridgeshire County Council Highways and Infrastructure Committee paper.b) Delegate authority to the Head of Transport, in consultation with the Monitoring Officer and Chief Finance Officer, to develop the scope for the delivery of the Outline Business Case.c) Approve the release of £2m funding from the Department for Transport, to be spent in 2022-23, for the delivery of the Outline Business Case, and agree reprofiling the remaining 2021-22 budget into 2022-23.d) Subject to an extension to the existing DfT grant being agreed, delegate authority to the Head of Transport, in consultation with the Monitoring Officer and Chief Finance Officer, to issue a capital grant funding agreement for the delivery of the outline business case by Cambridgeshire County Council.
Voting arrangements:	<p>Recommendation a) No vote required</p> <p>Recommendation b) A simple majority of Members present and voting</p>

Recommendation c) A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members.

Recommendation d) A simple majority of Members present and voting

Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.

1. Purpose

- 1.1 To develop scope and progress the delivery of the A10 Outline Business case as a follow on from the A10 Strategic Outline Business case work.
- 1.2 In January 2018, Cambridgeshire County Council (CCC) published a Preliminary Strategic Outline Business Case (PSOBC) for improvements to the transport network between Ely and Cambridge as part of the Ely to Cambridge Transport Study.
- 1.3 The CPCA completed a Strategic Outline Business Case (SOBC) for dualling of the A10 and improvements to junctions on the route in 2020 and is seeking to progress to an Outline Business Case (OBC), which would identify a preferred option and undertake preliminary design. The OBC would be submitted to the Department for Transport (DfT) for consideration for further funding from its Major Road Network programme.
- 1.4 The CPCA has asked the County Council to undertake the Outline Business Case work. The current estimated cost of this stage of work is between £2M and £6M. The following funding is identified:
 - In July 2021 the DfT awarded £2M “for development work on the A10 Dualling and Junctions (Cambridge to Ely) scheme up to and including the production of an Outline Business Case (OBC) as defined in the DfT’s Transport Business Case guidance.”
 - The CPCA has an approved sum of £2M of funding for the outline business case stage within the medium-term financial plan (MFTP).
 - DfT has also indicated that CPCA has the opportunity to seek an additional £2m from the DfT as options emerge, depending on solutions proposed, for potential further technical development on which future funding decisions can be based.
- 1.5 These proposals were considered by the Transport and Infrastructure Committee on 12 January 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.6 The Committee report and appendices can be viewed via the link below. Item 2.3 refers:

[Transport and Infrastructure Committee - 12 January 2022](#)

2. Appendices

- 2.1 None.

3. Background Papers

- 3.1 [Report to Cambridgeshire County Council's Highways and Transport Committee 7 December 2021 - A10 Ely to Cambridge OBC](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.1

University of Peterborough Phase 3 Business Case

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 24 March 2021

Public report: Yes

Lead Member: Councillor L Nethsingha, Lead Member for Skills

From: John T Hill, Director of Business and Skills

Key decision: Yes

Forward Plan ref: KD2021/064

Recommendations: The Combined Authority Board is recommended to:

1. Approve the University of Peterborough *Phase 3 Business Case*
2. Approve the use of option a) in section 4.2, to use the existing special purpose vehicle Peterborough HE Property Company Ltd (Prop Co 1), for the delivery of Phase 3 of the University Programme, as the owner and developer of the second teaching building.
3. Consent, as shareholder, to modification of the Shareholders Agreement relating to Peterborough HE Property Company Ltd (Prop Co 1), on such terms as the Chief Executive of the CPCA in consultation with the Chief Legal Officer (Monitoring Officer), and the Deputy Chief Finance Officer (s73 Officer) may agree, to include at a minimum the maintenance by the CPCA of the *drag along* rights, described at paragraph 4.2 of the report to the Skills Committee of 17 January 2022 (link below) and in order to reflect the share allotments as noted in paragraph 4 below.
4. Consent, as shareholder, to Peterborough HE Property Company Ltd (Prop Co 1):
 - a) issuing the following shares:

- i. To Peterborough City Council, shares to the value of £20m (in consideration of it investing £20m of Levelling Up Fund (LUF) funding)
- ii. To CPCA, shares to the value of £2m (in consideration of it investing £2m of Local Growth Fund funding)
- iii. To Anglia Ruskin University, shares to the value of £4m in consideration of it investing £4m)

and note that the share issue should be completed by 31 March 2022

- b) Agreeing revisions to the Development Management Agreement to extend the delivery specification in relation to the project management and delivery services and associated support services to relate also to Phase 3.
 - c) Entering into a land transfer with PCC to acquire the Phase 3 land and then enter into an agreement for lease, and lease with ARU Peterborough in respect of the Phase 3 Building, and such consequential and other ancillary agreements on such terms as the Chief Executive of the CPCA in consultation with the Chief Legal Officer (Monitoring Officer), and the Deputy Chief Finance Officer (s73 Officer) may agree.
 - d) Adopting a revised Business Plan, including such changes as are necessary to reflect the construction works and agreement for lease, and lease to ARU-Peterborough of the Phase 3 building in addition to the Phase 1 building.
5. Delegate authority to the Chief Executive of the CPCA in consultation with the Chief Legal Officer (Monitoring Officer), and the Deputy Chief Finance Officer (s73 Officer) to agree:
- a) such changes to the Collaboration Agreement providing that changes to the delivery obligations (and respective timings) are made as described in 5.2 of this report.
 - b) In respect of the Collaboration Agreement, such changes in respect of increased target for student numbers, the curriculum model, and the site and building plan as described in paragraph 5.2 of this report.
 - c) The Development Management Agreement, such changes in respect of the provision of programme management services to Propco1, related to the Phase 3 construction project, are made as described in 5.2 of this report.

- d) and to create or modify any such other documents as the Chief Legal Officer (Monitoring Officer) advises are necessary to give effect to the recommendations.

Voting arrangements:

A simple majority of all Members present and voting

Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.

1. Purpose

- 1.1 The Board's approval is sought for a range of actions which are necessary to achieve the objectives and outputs of the University of Peterborough Phase 3 Business Case.
- 1.2 These include the development and agreement of several project documents which the Cambridgeshire and Peterborough Combined Authority (CPCA) is or will be a direct party to, and also giving shareholder consent to Peterborough HE Property Company Ltd (Prop Co 1) (the special purpose vehicle established to deliver and own the university teaching buildings) in respect of various Shareholder Protection Matters (matters which, for Prop Co 1, requires prior shareholder consent) - in particular the issue of shares in respect of further financial contributions from the CPCA, Peterborough City Council (PCC) and Anglia Ruskin University (ARU), to fund the construction of Phase 3 of the university project – a second teaching building.
- 1.3 These proposals were considered by the Skills Committee on 17 January 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.4 The report and appendices presented to the Skills Committee can be viewed via the link below. Item 2.1 refers:

[Skills Committee - 17 January 2022](#)

2. Considerations

- 2.1 None

3. Appendices

- 3.1 Appendix 1 – Full Business Case
- 3.2 Appendix 2 - Shareholders Agreement Protection Matters
- 3.3 Appendix 3 - Governance Arrangements for the Development and Delivery

4. Background Papers

- 4.1 None

University for Peterborough Project Phase 3

Living Lab, University Quarter Cultural Hub and expanded University campus and operations in Peterborough

Business Case

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Executive summary

Strategic Case

Peterborough is a recognised cold spot for Higher Education. To address this, Cambridgeshire and Peterborough Combined Authority (the Combined Authority) and Peterborough City Council (PCC) are committed to supporting the development of a new higher education provider for the City on its journey to becoming the University of Peterborough to:

- increase the skills levels of local people; and
- increase highly skilled employment opportunities, principally by generating and accelerating an innovation ecosystem centred on artificial intelligence, digital and advanced manufacturing technologies that enable new products and systems that contribute to a net-zero carbon and healthier future.

The principal partners in the phase 3 of the University of Peterborough development project are the Combined Authority, PCC and Anglia Ruskin University (ARU) (the Academic Delivery Partner (ADP) for the new University).

The new university campus is to be delivered in 5 phases:

- Phase 1: First Teaching Building.
- Phase 2: Peterborough Research and Innovation Incubator
- Phase 3: Second Teaching Building and Living Lab.
- Phase 4: Inward Investing Research Institute & SPF-Funded R&D Programme.
- Phase 5: Third Teaching Building & Sports Science Facility.

Phases 1 and 2 are underway. Phase 1, ARU-Peterborough will open the first teaching building to its first students in September 2022. This first teaching building was approved for funding in late 2019 and is under construction with completion confirmed for July 2022. It will provide space for 2,000 students from September 2022, rising to 3,000 by 2025, studying Health, Social Care, Education, Management, Finance and Law. Phase 2, Net Zero Innovation Incubator was approved for funding in mid-2020, received planning permission earlier this year and commenced construction in October 2021. Completion is forecast for December 2022.

This Business Case is concerned with the phase 3 development of the new University campus, which comprises a **Living Lab, University Quarter Cultural Hub and expanded university teaching space in Peterborough**, to meet cultural, regeneration and economic levelling up priorities for the region. Phase 3 will allow ARU Peterborough (the higher education provider which will become the University) ("the HEP") via a second teaching building supporting 1,700 more students from 2024, expanding its curriculum into STEM fields and embedding the HEP in Peterborough through the Living Lab and Cultural Quarter. The Living Lab will be a public-facing, high-quality interactive science centre for Peterborough with public space for exhibitions and events, designed to stimulate and inspire more young people into STEM sectors.

The strategic policy framework within which the Combined Authority works and the rationale for the University for Peterborough project flows from the Cambridgeshire and

Peterborough Independent Economic Review and related documentation including in the Combined Authority Employment and Skills Strategy, Local Industrial Strategy and Local Economic Recovery Strategy. The project supports wider national objective including the Government's Industrial Strategy, Levelling Up, the UK Innovation strategy, Net Zero and the Oxford-Cambridge Arc.

As previously acknowledged as part of the CPCA's approvals for Phase 1, a new University will make a substantial positive economic impact in Peterborough and the wider sub-region, enabling the region and the UK to compete in an ever more dynamic global economy through innovation and creating knowledge-intensive businesses. It will deliver significant cultural and social benefits. It is a Mayoral priority within the Combined Authority's Business Plan and a key intervention within the Local Industrial Strategy and Employment and Skills Strategy, to address the current disconnect between work and qualifications. Expanded HE provision will be an essential component in realising ambitions to: establish the foundations for raising aspirations and attainment; support business skills needs; improve productivity; stimulate structural economic change; and enhance well-being.

The top-line objectives for the new University are:

- Improve access to better quality jobs and improve access to better quality employment, helping to reverse decades of relative economic decline, and increasing aspiration, wages and social mobility for residents.
- Make a nationally significant contribution to Government objectives for levelling up, increase regional innovation, and accelerate the UK's net zero transformation.
- Accelerate the renaissance of Peterborough.
- Translate the resulting increase in individual opportunity, prosperity and social mobility into outcomes across wellbeing, health and healthy life expectancy from the programme, and on into people living happier, healthier lives.

The main benefits of establishing phase 3 of the University Campus in Peterborough, for an additional 1,700 students from September 2024 and include: 264 temporary construction jobs, 157 created over the first 4 years (98 academic staff and 59 professional services), 16 indirect and induced jobs created and as result of increased footfall and increased local economy spend by additional students and university employees: 67 jobs.

Economic Case

Three options have been considered in the economic case as follows:

1. **Phase 1 stand alone:** The first phase of the project to establish the new University Campus in Peterborough with capacity for 3,000 students by September 2022. As this Phase is currently under construction and fully committed to by the partners it is regarded as the 'Do minimum' option.
2. **Phase 3 stand alone:** this option compares the merits of investing in the Living Lab, University Quarter Cultural Hub and expanded University in Peterborough on its own merits (operating independently from Phase 1). This option reviews the costs and benefits solely attributable to Phase 3.

3. **Phase 1 and 3 combined:** this option reviews the proposal contained in this Business Case of establishing a second teaching building for occupation by ARU Peterborough and a high-quality interactive science museum for Peterborough (The Living Lab). For the purposes of this Business Case this is regarded as the 'Recommended option'.

Quantitative economic appraisals of the remaining three options show that the Recommended option has a Benefit Cost Ratio of 6.7 (compared with 10.1 for the Do minimum option and 2.7 for the Phase 3 standalone), based on four direct quantifiable benefits from the proposed options:

1. Increased employment as a direct result of the creation of additional teaching space for the University as staff are recruited.
2. Employment created in the wider economy as an indirect result of the creation of the new University.
3. The economic benefits from the salary uplift from studying on one of the additional HE courses which would be possible as a result of the Phase 3 expansion and gaining graduate level employment as new graduates enter the workforce and graduate level jobs are created, attracted or retained within the region.
4. Benefits to the exchequer from increase wages, personal and corporation taxes.

When coupled with the qualitative analysis of each option (which included student numbers, net present costs and benefits, and BCR calculations) against the project objectives, this confirms the Recommended option as the preferred option and this conclusion easily survives sensitivity testing of assumptions on the scale of the costs and benefits of the Recommended option (including student numbers).

Commercial Case

Procurement of the phase 3 infrastructure is split into the following categories:

1. Land: the proposed development plot
2. Professional team procurement to be complete by mid-February 2022, following approval of this FBC.
3. Main Contractor: procurement of the main contractor will be required to deliver the physical capital works.

Procurement of the infrastructure will involve selection of a Main Contractor to deliver the physical works via a Design & Build procurement route utilising a competitive tender and an industry standard form of contract (JCT). There is a wealth of potential main contractors and subcontractors who operate in the region and therefore interest in this scheme is expected to be high, which will typically result in competitive pricing. Signing of the contract with the Main Contractor for construction is scheduled to allow for start in March 2023 and completion by September 2024.

The building will be based on a 2,900m² Gross Internal Area (rounded up); a multi-use educational facility suitable for a mixed use of working, learning, teaching, collaborating inclusive of 1,000m² GIA Living Lab, and will include all associated external landscaping and infrastructure, delivered within the available cost envelope (currently £27.9m).

The land on which this phase 3 building will be located is notionally defined based on logical physical boundaries (back of footpath) etc. and logical extension of the current infrastructure strategy for phase 1 & 2. The actual red line will be subject to finalisation of RIBA 2 design by the appointed consultant team and legal due diligence.

The site location taken forward as part of this Business Case has been selected following evaluation of a number of options outlined in the RIBA 1 report, option 1 to the east of the current phase 1 and 2 developments and option 2 to the south of the phase 2 development emerged equal in overall scoring. Option 2 to the south of the phase 1 and 2 buildings remains the preferred option but given the planning difficulties option 1 (Regional Pool Car Park) is considered the most deliverable at this stage. This decision will be reviewed on appointment of the consultant team for phase 3.

Costings for the project have been benchmarked and the building, which is an appropriate size for a building of this nature and allows more flexible use as an adaptable asset for the future, is considered to be deliverable within the available budget.

Financial Case

The agreed budget of £28.87m the phase 3 capital build will be funded as follows

Funding Source	Amount (£)
LUF Investment Funding	20,000,000
Combined Authority	2,000,000
ARU Capital Investment	4,000,000
PCC– contribution of land	1,870,000
Total Funding (Phase 3 only)	27,870,000

Project affordability is critically dependent on:

1. Securing the transfer of LUF funding as well as all other investment capital funding.
2. Risks associated with income (student numbers) and expenditure being able to be mitigated through cost control, increased income and/or use of the contingency provision.
3. Risks associated with enabling works, Land transfer, planning approval and agreement of contract sum being able to be mitigated through management of each workstream within the required timeline and budget while continuing to meet the outcomes of the LUF.

Subject to these considerations, at this stage of project development and implementation, it is anticipated that funds will be available to meet the project budget. No cash-flow implications are anticipated for the Combined Authority or ARU as they have sufficient funds to meet the payments for shares in to PropCo1, relative to the cash demands on the Company required to pay its creditors associated with the construction of the Phase 3 building. However, PCC will need to negotiate terms with the Department of Levelling-Up Housing & Communities (DLUHC), to cash flow PCCs payments for shares, in to PropCo1, from the LUF funding. Currently the terms of the LUF funding are payments 6 months in arrears of actual expenditure on the project by PCC. This cashflow and capability to make

payments for shares will need to be resolved prior to conclusion of the amendments to the Shareholders Agreement.

No cash-flow implications are anticipated for the Combined Authority, ARU or PCC as all funding to be provided by them (including LUF grant) will be in place before the construction phase goes ahead.

A key project objective is to create a sustainable operating model for ARU Peterborough/the University such that, after initial start-up costs, it will operate on a self-sufficient basis. The operating model shows sufficient revenues are generated throughout to cover operational costs, on a broadly breakeven basis from 2022/23 and revenues generated appropriately thereafter to fund the ongoing operational expenditures, with a marginal profit delivered year on year.

The model shows that the key financial risks for the ADP and its ability to fully establish ARU Peterborough as a University are:

- The need to recruit at least the student numbers anticipated by the model and maintain target per student fee levels to generate sufficient income (particularly in the light of the impacts of Covid-19).
- Potential increased costs, particularly for asset maintenance.

The potential mitigations for these risks include contingency provision throughout the ten-year period, as well as a suite of measures to control costs and/or increase incomes. Subject to these considerations it is anticipated that funds will be available to meet the Phase 3 project budget.

To ensure appropriate funds are available, all necessary steps will be taken to ensure each party makes the required financial contribution into PropCo1 bank account by mid-February 2022. This will include negotiations on payment terms for the LUF funding from DLUHC to PCC. This will ensure that PropCo1 has the required funds to cover the construction costs, providing certainty of payment for the Main Contractor and their supply chain, and ensuring that cash funds are readily available for PropCo1 to make payments as required.

Following approval of this Business Case, should the members of PropCo1 require funding to be approved based on the required cashflow such that PropCo1 can continue to develop design, procurement, planning and secure legal advice up to contract award, the cashflow and apportionment of costs will, based on cash subscriptions outlined in this Business Case, for Phase 3 be ARU 15.4%, CPCA 7.7% and PCC 76.9%.

Management Case

The project has a number of stakeholders including: planning consultees; neighbours; Members of Parliament; PCC, the Combined Authority and ARU. These key internal and external stakeholders will be managed under a strategy agreed between PCC, ARU and the Combined Authority, outlined in the established communications strategy.

The Combined Authority and PCC have put in place the resources needed to manage the work streams required to deliver the project, based on an understanding of the shared goals. The Combined Authority will appoint external consultants on behalf of PropCo1 to ensure the necessary capacity and capability is available for successful implementation of the project.

Project governance has been established to reflect the current arrangements within each organisation. Responsibility for the project will be mandated to the joint venture between the main Partners (PropCo1) and ultimately to the Combined Authority and subsequently the operation of the university by ARU Peterborough.

The key principles are that PropCo1 will delegate authority to the Combined Authority and its agent to manage the delivery of phase 3 under the Development Management Agreement, reporting to PropCo1. Should change be required then authority will need to be sought from PropCo1.

ARU Peterborough will occupy the Phase 1 and 3 buildings as tenant, reporting to PropCo1 on an annual basis in respect of the building condition and maintenance. The parties agree to review each of the roadmap, milestones and steps towards them on an annual basis to consider whether the build plan remains achievable and compliant and where it is not believed to be so, to agree changes to be made.

The project plan has been developed within the following constraints and assumptions:

- Delivery of the phase 3 building to be in operation for September 2024 in line with the LUF funding milestone, noting that the memorandum for agreement between Department for levelling up Housing and Communities and the local authority (currently being drafted) states in clause 4.10 that the Council must spend all grant funding by the end of the funding period, 31 March 2024.
- In alignment with the Planning strategy that considers the requirement for a full planning application for phase 3 only that is not reliant on any outline planning permission being determined being undertaken by the combined authority, by a date to be agreed (not part of this Business Case), and the wider masterplan for the embankment being undertaken by PCC for conclusion in Q1 2022.
- Approval of the Business Case in January 2022 to allow funds to be approved to maintain programme to achieve the delivery milestones outlined in the LUF.
- Appointment of the consultant team to commence design and legal advice at the start of February 2022

A detailed project risk register (including control strategies) has been developed based on the following risk categories: surveys and site constraints; commercial viability; design; legal; procurement; operational; governance; construction logistic and programme.

The responsibility for management of risk for the delivery of the Phase 3 building will lie with PropCo1, which will delegate authority to the Combined Authority for the management of risks associated with the design, procurement and delivery of the phase 3 building.

Authority for the management of risk will remain with PropCo1 up to completion of the phase 3 building. Day to day responsibility for risk management will be the responsibility of the Project Manager, who will hold quarterly risk workshops with members of the project

team. The risk register will be reviewed at least monthly by PropCo1. These monthly risk reviews will be an integral part of monthly reporting to PropCo1. Where management of risk requires interventions beyond the authority delegated to the Combined Authority by PropCo1, decisions will be referred by exception to PropCo1 for agreement on how risks are to be mitigated in line with the governance and agreed terms of reference outlined above and to be set out in the Development Management Services Agreement

Covid-19 impacts and opportunities

A wealth of established and emerging evidence predicts that as a result of the Covid-19 crisis Peterborough and the Fens, will be one of the hardest hit economies in the UK. This is partly due to education deprivation and partly due to the region's low-tech industrial base; factors that combine to increase risks of the region also being one of the slowest to recover.

Therefore, a more inclusive recovery and regrowth strategy is needed for region's economy; one which increases higher value, more knowledge intense and more productive growth and shifts the spatial distribution of economic growth and to support an increase in innovation-based business growth across the whole the Combined Authority economy. This will be more important than ever in the recovery following the Covid-19 crisis.

In common with a number of cities in the UK, the establishment of the university and associated innovation eco-system aims to produce the knowledge engine to drive these changes and ensure Peterborough is not one of the "left-behind" towns following the Covid-19 crisis.

ARU's business model is less exposed to the potential impacts of Covid-19 than other HEIs for a variety of reasons including pre-existing blended delivery, lower reliance on international students, low buildings overheads, low gearing and a broad curriculum offer that is likely to be more resilient to the impacts of Covid-19. ARU has developed the portfolio of courses for ARU Peterborough/the new University in Peterborough with due consideration of suitability post Covid 19, including engagement with key stakeholders. ARU's course portfolio and delivery model have proved extremely resilient to the effects of Covid thus far, such that ARU is currently showing an 18% yoy growth in its student population.

Local demographics indicate HE is about to enter a period of growth in the market, not least due to the latent demand in the "cold spot" identified in the strategic case. It will particularly target:

- First generation HE students of all ages.
- People who are unemployed, retraining or upskilling (esp. post COVID-19)
- Large Corporates and bespoke apprenticeship programmes.

ARU also has a strong track record in Degree Apprenticeships, built on a reputation for vocational based HE provision (ARU is the largest provider of Degree Apprenticeships in the UK and a thought leader in their development); a brand that will be further carried into Peterborough. They are undertaking a wide range of preparatory activities to develop the ARU-Peterborough offer taking full account of the impacts of (and opportunities presented by) Covid-19 as they become clearer which will encompass the growth targeted through Phase 3.

A key potential impact of Covid-19 is that it might make young people who live locally, more likely to study nearer to home; ARU-Peterborough is designed to fill the gap identified through the “cold spot” and Phase 3 will, therefore, enable more students in the region to study from home should they wish to do so.

1 Strategic Case

1.1 Introduction

Peterborough has been recognised for many years as a cold spot for Higher Education. Cambridgeshire and Peterborough Combined Authority (the Combined Authority), working with Peterborough City Council (PCC), is committed to supporting the development of a new higher education provider for the City, on its journey to becoming the University of Peterborough, to:

- increase the skills levels of local people; and
- increase highly skilled employment opportunities, principally by generating and accelerating an innovation ecosystem centred on artificial intelligence, digital and advanced manufacturing technologies that enable new products and systems that contribute to a net-zero carbon and healthier future.

These two objectives will support local people to gain access to long-term employment opportunities and support local businesses to grow by making it easier to hire skilled employees, invest in innovation and attract new high value firms to the city and surrounding area.

The University project (as defined below) is being developed in phases.

“The University of Peterborough will be a high-quality employment-focused University for the city and region. It will acquire an international reputation for innovative technological approaches to face-to-face learning and in applied technology and science. It will be characterised by outstanding student satisfaction and response to local needs. The curriculum will be led by student and employer demand as well as developing opportunities in the technological, scientific and business areas. Its buildings will be architecturally leading, flexible and environmentally friendly. The curriculum, academic community and buildings will reflect a desire to be the greenest university possible”.

The principal phases of development of the new campus to host the University are as follows:

- **Phase 1: First Teaching Building** - Establish the University campus in the city via the first teaching building, providing space for 2,000 students from September 2022, rising to 3,000 by 2025, studying Health, Social Care, Education, Management, Finance and Law.
- **Phase 2 Peterborough Research and Innovation Incubator** - Build a base of innovative and collaborative start-ups to support bottom-up development of the innovation ecosystem: 20 hi-tech start-ups and scale-ups building an indigenous innovation ecosystem specialising in net zero technologies in an innovation incubator on the campus with Photocentric Limited as anchor tenant.
- **Phase 3: Second Teaching Building and Living Lab** - Grow the University via a second teaching building supporting 1,700 more students from 2024, expanding its curriculum into STEM fields and embedding the University in Peterborough through the Living Lab and Cultural Quarter. The Living Lab will be a public-facing, high-

quality interactive science centre for Peterborough with public space for exhibitions and events, designed to stimulate and inspire more young people into STEM sectors.

- **Phase 4: Inward Investing Research Institute & SPF-Funded R&D Programme** – Establish an innovation ecosystem focused on net zero technologies by attracting a major Research Institute onto the university campus in Peterborough, and develop an R&D Programme which facilitates the dissemination of research from the Research Institute into local businesses, enabling collaboration in the ecosystem and creating opportunities for local businesses to link into the Research Institute's global network of major net zero-focused businesses, ultimately stimulating local business growth and demand for higher-level skills.
- **Phase 5: Third Teaching Building & Sports Science Facility** – Expand further the teaching capacity with space for an additional 2,250 students on the embankment campus for a total student headcount of 7,000 by 2031. This phase will include the relocation and enhancement of the current Embankment Athletics Track to an alternative site, with agreement of PCC and the Peterborough & Nene Valley Athletic Club (PANVAC), to produce a Sports Science Facility in Peterborough. Like the Living Lab within the Phase 3 building, these sports facilities will be open to the public and play an active role in increasing sports and fitness engagement across the city.

The intention is for the new University be fast-growing between 2022 and 2032 with a review to be undertaken by ARU and the Combined Authority expected to take place in 2028 to evaluate the benefits and feasibility of the University becoming independent from ARU with its own degree awarding powers and ultimately University Title. Progress has been made by ARU-Peterborough in relation to its governance arrangements and academic infrastructure, including the appointment of a Chair and set of governors, due to meet in February 2022. Also, the appointment of an Inaugural Principal and management team to lead operations of ARU-Peterborough and the development of the curriculum to be delivered in the Phase 1 building, including 27 courses registered with UCAS.

The building development programme is already underway:

- Phase 1 has begun, and ARU-Peterborough will open to its first students in September 2022. This first teaching building was approved for funding in late 2019 and is under construction with completion confirmed for July 2022.
- Phase 2 construction work has also commenced with Photocentric as joint venture partner and the building's anchor tenant. This Net Zero Innovation Incubator was approved for funding in mid-2020, received planning permission earlier this year and commenced construction in October 2021. Completion is forecast for December 2022.

This Business Case is concerned with phase 3 of the University campus development, which comprises a **Living Lab, University Quarter Cultural Hub and expanded university campus in Peterborough**, to meet cultural, regeneration and economic levelling up priorities for the region.

It is recognised that there remains uncertainty around a number of elements of the project that are the subject of this Business Case and robust mitigation measures are in place to ensure the costs will not exceed the allocated budget and that Phase 3 of the project will be delivered on time. These are described in other chapters of this Business Case.

1.2 Principal partners

1.2.1 Public sector partners

Cambridgeshire and Peterborough Combined Authority was established in 2017 under a Devolution Deal with central Government. Its purpose, defined by the Devolution Deal, is to ensure Cambridgeshire and Peterborough is a leading place in the world to live, learn and work. The Combined Authority's Devolution Deal, which runs for 30 years, also sets out a list of specific projects which the Combined Authority and its member councils will support over that period. A university for Peterborough is one of the major commitments in that list, and the Combined Authority has already invested £43.5m through its devolved Gainshare, Delegated Local Growth Fund and the Getting Building Fund, for which it was Local Lead Authority.

Peterborough City Council (PCC) was formed as a unitary authority in 1998, having previously been part of Cambridgeshire County Council. The council's strategic priorities are to: drive growth, regeneration and economic development; improve education attainment and skills; safeguard vulnerable children and adults; implement the Environment Capital agenda; support Peterborough's culture and leisure; keep communities safe, cohesive and healthy; and achieve the best health and wellbeing for the city. As well as a central role in the University Programme, PCC is leading the regeneration of Peterborough via a range of programmes, including through its Town Investment Plan, a £49 million programme of projects encompassing business and skills, regeneration and infrastructure and visitor attractions. During the creation of the Combined Authority, PCC was instrumental in ensuring that the inclusion of a university for Peterborough was specified in the Devolution Deal. As Local Lead Authority for the Levelling Up Fund (LUF), PCC secured the £20m of LUF that forms the majority of the financing for this Phase 3 Project.

1.2.2 Academic Delivery Partner

Anglia Ruskin University Peterborough (ARU) is the Academic Delivery Partner (ADP) for the University Project. ARU will work to develop a curriculum for ARU-Peterborough/the university with flexible modes of delivery to address the characteristics of the region, its communities and the Higher Education cold spot. Locally based, ARU is one of the fastest growing universities in the UK with strong performing Science and Technology and Business Faculties, several research institutions classified by the Research Excellence Framework as world-leading and has a wide range of established international partnerships. On the basis that ARU would be given the right to occupy both the first and second, majority public funded, teaching buildings rent free, to conduct the business of offering higher education in Peterborough, they were required to compete for the role of ADP through a procurement that took place in 2019.

1.3 Strategic context

1.3.1 About the Combined Authority

The Combined Authority has statutory powers and a budget for transport, affordable housing, skills and economic development, made up of funding devolved from central Government. The Mayor also has powers to raise monies through local taxes, although these have not been used to date.

Under its new Mayor, the Combined Authority's strategy is driven by the values the Mayor wishes to be the hallmark of his term in office:

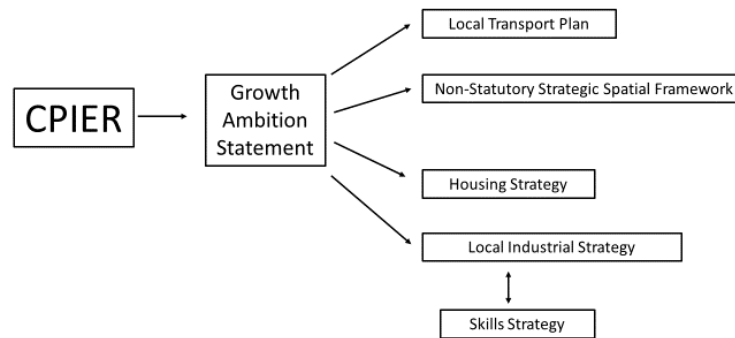
1. Compassion
2. Cooperation
3. Community

These frame how the Combined Authority will pursue the Devolution Deal's overall aim of achieving sustainable growth and integral human development, and give rise to an investment programme that has the following six themes:

1. **Health and Skills:** building human capital to raise both productivity and the quality of life.
2. **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.
3. **Infrastructure:** from digital and public transport connectivity, to water and energy, building out the networks needed to support a successful future.
4. **Innovation:** ensuring this area can continue to support the most dynamic and dense knowledge economy in Europe.
5. **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.
6. **Financial and systems:** improving the institutional capital which supports decision-making and delivery.

The university project supports all of these, with specific emphasis and impacts on 1, 4 and 5.

The strategic policy framework within which Combined Authority works is summarised below (CPIER is the Cambridgeshire and Peterborough Independent Economic Review).



The Combined Authority's Board brings together the Leaders of the councils in the area under the chairmanship of the Mayor and is also attended by the Police and Crime Commissioner, Chairman of the Fire Authority, Chairman of the Business Board and a representative of the NHS.

1.3.2 About Peterborough City Council

Peterborough City Council is a unitary local authority for the City of Peterborough, which has a population of just over 200,000 people. PCC's five core values are:

- **Expertise** - recognise and value the differences, skills, knowledge and experience of all colleagues
- **Trust** - honest and open in all dealings and deliver on promises
- **Initiative** - proactive and use creativity to identify and resolve problems
- **Customer Focused** - understand and aim to meet customer's diverse needs, treating them fairly and with respect
- **Work together/One team** - work with colleagues and partners to deliver the best services possible.

PCC's constitution sets out how the council works, how decisions are made, and the procedures it follows to make sure its work is efficient and accountable to local people.

The council is made up of 60 councillors and has a leader and cabinet model of decision making. The Cabinet is responsible for running council services and ensuring best value is delivered. They are also responsible for implementing policies, delivering services, approving new policies other than major policies, playing a leadership role and generally promoting the economic, environmental and social well-being of the city.

PCC's vision is to **'create together a Peterborough resident are proud to live, work and grow up in and where services deliver what local people need and give value for money'**.

PCC's Corporate strategy 2021-25 signals a strong commitment to:

- Our communities – seeking engagement and contribution, ensuring everyone can play a part in improving their own lives and the lives of others and
- Our environment – which is central to how we think and act. Reversing the trend of increasing consumption and delivering on our commitments to becoming a truly sustainable city,

Priority outcomes for the Corporate Strategy include:

- Pride in our communities, our places and our environment
- First rate futures for our children and young people, quality support for our adults and elderly
- Better jobs, good homes and improved opportunities for all

PCC's Corporate Strategy 2021-2025 strategic priorities are:

1. Drive growth, regeneration and economic development

- To bring new investment and jobs
- To support people into work and off benefits
- To boost the city's economy and the wellbeing of all people

2. Improve educational attainment and skills

- To allow people to seize opportunities of new jobs and university provision
- To keep talent and skills in the city's economy

3. Safeguard vulnerable children and adults

4. Implement the Environment Capital agenda

- To position Peterborough as a leading city in environmental matters
- To reduce the city's carbon footprint

5. Support Peterborough's culture and leisure trust Vivacity

- To deliver arts and culture to all people

6. Keep all our communities safe, cohesive and healthy

7. Achieve the best health and wellbeing for the city

The new university programme particularly supports priorities on 1 and 2.

1.3.3 About Anglia Ruskin University

ARU is an innovative global university with students from 185 countries, based in Cambridge, with campuses in Chelmsford, London and Peterborough offering a wide range of courses in `computing and technology, engineering, law, business, economics, life sciences, health and social care, the arts and education.

ARU includes six high-profile research institutes, StoryLab (originally known as the Culture of the Digital Economy Research Institute), the Global Sustainability Institute, the Veterans and Families Institute for Military Social Research, the Policing Institute for the Eastern Region, the Cambridge Institute for Music Therapy Research and the Vision and Eye Research Institute. Alongside these institutes ARU is engaged in a range of research groups, dedicated to subjects as diverse as ecology, finance and economics, cyber security, and political history.

ARU's vision is **transforming lives through innovative, inclusive and entrepreneurial education and research** and its values are

- Ambition
- Innovation
- Courage

- Community
- Integrity
- Responsibility

ARU's 2017 strategy sets out a 10-year vision, priorities and ambitions and is built around three central themes.

- **Creating a leading learning and innovation ecosystem** to deliver an outstanding educational experience, combining the best of face-to-face and digital learning; increase work-based opportunities; and activities that enhance academic success and employability.
- **Building and nurturing vibrant university communities** that are inclusive and welcoming of all and with a particular focus on continuing to attract and retain international students and growing postgraduate student communities.
- **Strengthening the underpinning operations of the University**, building on its reputation for enterprise, to be known for use of innovative, user-focused approaches to problem-solving and putting the needs of those who study and work with ARU at the forefront of the way it designs its activities.

The ARU Peterborough/university project supports all of these.

1.3.4 Policy alignment

National Policy

The UK needs a dual training system where vocational education and training is well known and highly recognised worldwide due to its combination of theory and applied training, embedded within real-life work environments. Central Government has outlined in its Industrial Strategy the need to see more people equipped to acquire intermediate and higher-level technical skills that the economy needs now and in the future. The Combined Authority's Skills and Jobs Transformation Programme, of which the new University and its campus development is a key element, supports these wider national objectives including:

- **Levelling Up** is the government's pledge to increase opportunities in all parts of the UK, "levelling up" all regions to align them with those most prosperous regions of London and the South East. The specifics of the strategy are expected to be outlined in a Levelling Up White Paper by the end of 2021, however several funding initiatives aimed at Levelling Up have already been launched, including the Levelling Up Fund and the UK Community Renewal Fund. Innovation and R&D funding will play a significant role in rebalancing the economy, so addressing the existing innovation imbalance, by changing the approach to funding and support, will be crucial for the Government in delivering its levelling up agenda. The Council has secured £20m of funding from the Levelling Up Fund to invest in Phase 3 of the University for Peterborough project .
- **UK Innovation Strategy** - Released in July 2021, setting out the Government's ambition for an innovation-led economy. The primary objective is to boost private sector investment across the UK, creating the conditions for businesses to innovate across the UK, addressing the existing regional innovation imbalance and driving the

“levelling up” of the UK economy. As part of this, Government has committed to increasing UK investment in R&D to 2.4% of GDP by 2027. The UK Innovation Strategy states:

“We need to embed innovation across the country, drawing on geographical and sector strengths in places and creating markets on a scale large enough to have a global impact. To do this, we need to ensure more places in the UK host world-leading and globally connected innovation clusters, creating more jobs, growth and productivity in those areas.”

The model for place-based innovation developed in this programme will meet the challenge set through the Innovation Strategy, to help create “a surge of business-led innovation and an increase in firms’ adoption and diffusion of innovation”. In particular, phase 2 and phase 4 help to establish a place-based innovation ecosystem at pace and scale with the University at its centre: an innovation ecosystem that attracts, supports and retains innovative manufacturing businesses, enabling spin-out, start-up and scale-up firms to leverage technology and funding through a Joint R&D Programme, to grow and establish themselves in the Peterborough region. This is achieved by attracting global research institutions, currently located in successful innovation ecosystems like Cambridge and elsewhere, to relocate into left-behind cities with innovation potential, where they act as an integrator of large groups of global companies to fund research programmes linked to local industrial sector clusters. In the case of Peterborough, this will focus on AI, digital and advanced manufacturing technologies related to the enablement of net zero products, processes and power generation systems.

- **Net Zero** – including the recently announced 68% emissions reduction by 2030 and the Prime Minister’s 10 Point Plan for a Green Industrial Revolution through investment in innovative technologies and the creation of 250,000 green jobs.
- **Oxford-Cambridge Arc** – The Oxford-Cambridge Arc is already home to a booming and varied economy that contributes significantly to the success of Global Britain. Over the last 20 years, it has grown faster than any region outside London, and employment and wages are above the national average. It is home to some strong and innovative sectors, world-leading companies, internationally recognised research and development centres and research universities. Peterborough, the largest city in the Arc’s north, is important to unlocking future growth across the Arc, driven by the region’s strong sector clusters of advanced manufacturing and future energy technologies.

The Government’s proposed Post 16 education reforms aim to streamline qualifications for students through the Post 16 Review of qualifications at level 3 and below in England to create a coherent system with clear, high quality progression routes for students of all ages, including the National Retraining Scheme. These need to support the recommendations of the Augar Review into Post-18 Education funding and the review of Higher Technical Education. The Government’s Level 4 and 5 reforms present an opportunity to ensure that technical/vocational learning is available in Peterborough.

It is clear that Government HE policy is concerned with increasing the supply of higher-level technical skills, ensuring genuine inclusiveness in higher education provision and participation and supporting the expansion of agile modes of learning including distance and virtual learning approaches to enable increased participation. All of these are strong drivers for the approach to be adopted for the development of a new University for Peterborough.

This in turn supports the UK Government's Industrial Strategy which articulates the national strategy to achieve a vision of:

- The UK having the world's most innovative economy.
- Good jobs and greater earning power for all.
- A major upgrade to the UK's infrastructure.
- The UK being the best place to start and grow a business.
- Prosperous communities across the UK

A new University will make a substantial positive economic impact not only in the City but in the wider sub-region supporting these national policy frameworks, enabling the region and the UK to compete in an ever more dynamic global economy through innovation and creating knowledge-intensive businesses. At the same time, it will deliver significant cultural and social benefits that are inherent in the aims of these national policies.

Regional strategies

The new University project responds to key regional strategies, of which the following are particularly relevant for phase 3:

- **Cambridgeshire and Peterborough Independent Economic Review (CPIER)** – The 2018 CPIER made a clear recommendation for the development of a university for Peterborough and The Fens. The project is seen as crucial to addressing “uneven access to higher education” and lower educational attainment figures for areas geographically close to - but economically isolated from - existing centres of education, by creating more pathways to higher education for local communities. The CPIER stated that the university should be strongly rooted in the local and sub-regional economy by drawing on established strengths in manufacturing and engineering - citing the fact that the local economic benefits of university research are magnified when local firms are “technologically close” to a university. The CPIER also recommended high levels of investment to ensure a clearly defined educational offer centred around subjects that integrate with the local economy and embrace new technologies.
- The draft **2022 Cambridgeshire and Peterborough Combined Authority Employment and Skills Strategy** sets out a vision for Cambridgeshire and Peterborough to be a “successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable and healthy communities and enabled by an inclusive, world-class local skills system that matches the needs of our employers, learners and communities.” The Strategy explicitly references the priority for a new University in Peterborough which raises regional higher education participation, and delivers

technical courses aligned to local employers' needs and jobs of the future. See below for further details.

- **Cambridgeshire and Peterborough Local Industrial Strategy (LIS)** – The 2019 Local Industrial Strategy identifies the northward expansion of the innovation clusters and networks from Cambridge, as the primary route to improving the knowledge intensity and quality of employment for Peterborough and the Fens. A specific goal within the LIS is to scale growth further to benefit the whole area, building on Cambridge's World class assets to create inclusive growth across the regional economy. The strategic approach the LIS defines to achieve this includes to:
 - Improve the long-term capacity for growth in Greater Cambridge to support the expansion of this innovation powerhouse and, crucially, reduce the risk of any stalling in the long-term high growth rates that have been enjoyed for several decades.
 - Increase sustainability and broaden the base of local economic growth, by identifying opportunities for high growth companies to accelerate business growth where there is greater absorptive capacity, beyond the current bottlenecks to growth in Greater Cambridge.
 - To do this by expanding and building upon the clusters and networks that have enabled Cambridge to become a global leader in innovative growth, creating an economy-wide innovation and business support eco-system for inclusive growth

A key intervention specified for enabling this is a new university for Peterborough to fill the higher-level skills gap in the north of the regional economy, support accelerated business growth and raise individual opportunity and prosperity

- **Cambridgeshire and Peterborough Local Economic Recovery Strategy (LERS)** – This 2021 strategy responds to the economic impacts of Covid-19 and establishes the goal for the region to make a leading contribution both to the UK's recovery from the Covid-19 pandemic and to its future global success. It sets out how CPCA will accelerate the recovery, rebound and renewal of the economy, helping people effected and achieving the ambition to double GVA by 2042 in a digitally enabled, greener, healthier and more inclusive way.

The Combined Authority 2019 Skills Strategy provided a framework for expenditure against strategic priorities focused on learning that delivers sustained job outcomes, productivity and economic growth. Devolution of skills budgets provides scope to embed an approach that coordinates local resources and establishes priorities.

The Cambridgeshire and Peterborough region plays an important role in the UK economy. Although the area is home to large and globally significant businesses, small/medium businesses dominate the local landscape. The region comprises three distinct economies with differing sector specialisms and differing social and economic skills needs:

- Peterborough and surroundings (including north Huntingdonshire).

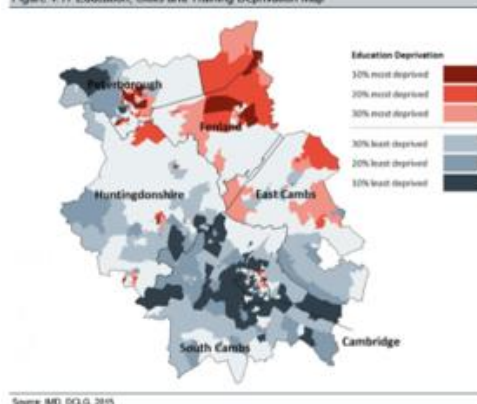
- The Fens (including Fenland, some of East Cambridgeshire and part of Huntingdonshire).
- Greater Cambridge (Cambridge and South Cambridgeshire, including southern parts of Huntingdonshire and East Cambridgeshire)

Broadly speaking, Greater Cambridge has the highest levels of skills and the best educational outcomes; Greater Peterborough and the surrounding area experiences lower levels of employment and greater economic inactivity (suggesting an economy marked by longer term issues relating to engagement and long-term alienation) and the Fens has lower labour market performance, related to the accessibility of both jobs and training. Levels of education deprivation are shown in the figure below and are concentrated in the north and north-east of the region in particular.

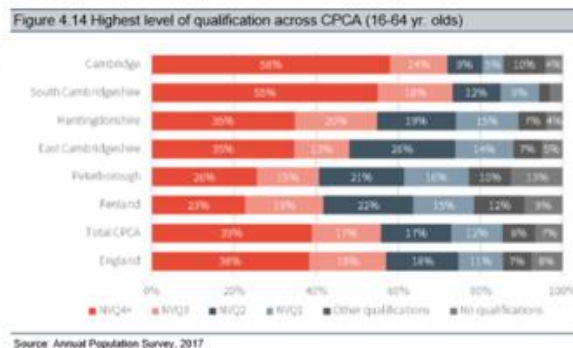
Based on recent economic data/evidence collected from the CPIER and the Hatch Regeneris' Skills Strategy Evidence Base Report, the Combined Authority's 2019 Skills Strategy identified a need for a University for Peterborough, which was included in the 2019 Skills Strategy and reinforced in the draft 2022 Skills Strategy. The Combined Authority is committed (as a devolution priority) to supporting the establishment of expanded HE provision in Peterborough, with a course mix driven by the requirements of residents and businesses.

Education deprivation is concentrated in the north-eastern areas of the CPCA. Peterborough and Fenland in particular although there are small clusters in Huntingdon and Cambridge. By contrast significant areas of Huntingdonshire, South Cambridgeshire and Cambridge are lowest in education deprivation.

Figure 4.17 Education, Skills and Training Deprivation Map



Distribution of qualification outcomes



Peterborough is a recognised cold spot for HE provision in the region, which results a higher-level skills gap amongst the working population (see section 1.3.5 below):

It is imperative that, to achieve inclusive growth, the Combined Authority concentrates efforts on closing the skills gaps, and overcomes the barriers and challenges to progression by developing bespoke life-long learning for all ages through a tailored approach. Key to success will be growing local talent (alongside attracting new talent to the area). The Combined Authority 2019 Skills Strategy, therefore, set a strategic direction to enable sustainable futures by creating a culture of positive change within the skills arena following three key themes:

1. Achieve a high-quality offer tailored to the needs of the three sub-economies.

2. Empower local people to access education and skills to participate fully in society, to raise aspirations and enhance progress into further learning or work.
3. Develop a dynamic skills market that responds to the changing needs of local business.

The draft **2022 CPCA Employment and Skills Strategy** sets out a vision for Cambridgeshire and Peterborough to be a *“successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable and healthy communities and enabled by an inclusive, world-class local skills system that matches the needs of our employers, learners and communities.”*

Going further than the 2019 Skills Strategy, the draft 2022 Employment and Skills Strategy sets out what this vision means for each of the groups interacting with the skills system: people, employers, providers and place leaders:



People experience fulfilment and good physical and mental health with productive, quality working lives. They drive their own learning and career journeys and feel confident to enter and re-enter the labour market over the course of their lives. They can access support and learning to meet their personal and work ambitions when and how they need.



Employers are providing good quality jobs; have the skills they need in their staff and can recruit the right person for the right job. They understand their skills needs and their inputs shape an agile, responsive skills system that delivers a regional pipeline of talent, matched to job opportunities to support strong businesses and enable business growth.



Providers work collaboratively across Cambridgeshire and Peterborough in an integrated education and skills system to deliver learning, qualifications, careers education and support to enable people to enter the labour market in the ways that suit individual's needs and ambitions.



Place leaders secure outcomes for the whole place, convening and supporting collaboration between employers and the integrated skills system, as well as linking into other local services for people across Cambridgeshire and Peterborough to

lead healthy lives and fulfilling careers.

As an essential part of achieving this vision the 2022 Employment and Skills Strategy explicitly includes the priority for a new University in Peterborough which raises regional higher education participation, and delivers technical courses aligned to local employers' needs and jobs of the future. It also highlights the requirement to ensure that high-quality employment opportunities are created in the region which the university's graduates can then fill, if the Strategy's objectives for delivering increased productivity and prosperity are to be achieved.

The 2022 Employment and Skills Strategy finds that current participation in higher education varies across Cambridgeshire and Peterborough, including being just 6.7% in Peterborough and 3.2% in Fenland. It also notes that the region's education providers, whether on a campus or operating from a satellite site, play an important role as anchor institutions in their community, providing civic leadership, collaborating, driving investment to renew localities and raise aspirations. However, patchy engagement with post-16/18 education is exacerbated by education estate and access cold-spots – including in Peterborough – and physical and digital access challenges for rural and deprived communities. The 'Education Cold Spot' has long been recognised as a major challenge holding back prosperity in the Combined Authority's more deprived areas, particularly in the north around Peterborough.

These have been updated in the draft 2022 Skills Strategy which is built on four core themes:

1. Pre-work learning and formal education: ensuring people can access learning and experiences during formal education that provide a strong foundation for labour market entry and future working lives.
2. Employer access to talent: ensuring employers both drive and consume a dynamic market of skills provision, which shapes the current and future workforce.
3. Life-wide and lifelong learning: ensuring people are aware of their learning needs and opportunities and able to access provision that enables their development.
4. Support into and between work: ensuring coordinated support is available for those who need additional assistance to transition into or between work.

The university project will catalyse action under all these themes. It is a Council and Mayoral priority as well as a key intervention within the Local Industrial Strategy and the Skills Strategy, to address the current disconnect between work and qualifications. Furthermore, expanded higher education provision will be an essential component in realising the ambitions set out in the Cambridgeshire and Peterborough Independent Economic Review (CPIER) to: establish the foundations for raising aspirations and attainment in Peterborough and the surrounding region; support business skills needs; improve productivity; stimulate structural change in the sub-regional economy; and enhance the well-being of the local population.

Moreover, young people in Peterborough and surrounding areas often leave school/college/university without possessing some of the practical skills to function in the modern workplace. There is concern also that the teachers/academics lack knowledge of vocational

career pathways and technical curriculums and that there is currently a disconnect there is between schools/colleges and employers/businesses. The Combined Authority's strategies focus on activity-based transitions that are outcome based and business-focussed within the key sectors of Construction, Logistics, Agriculture/Food, Life Sciences, ICT/Digital, Health and Social Care to create pathways to further study in either FE or HE.

The ARU Peterborough/University curriculum offer has been designed to support raising aspirations to grow the student numbers from the local area, meet student expectations and meet the needs of the local economy. Combined Authority's policy is to prioritise skills interventions, including supporting the establishment of a new University for Peterborough with provision driven by local employer demand for skills in both public and private sectors, encouraging apprenticeships. Through the LIS and LERS, The Combined Authority is also working to activate employer demand and motivate learners and their families to raise their aspirations.

1.3.5 Objectives

The Partners' (the Combined Authority, PCC & ARU) ambition is to create a new University for Peterborough that will deliver a step-change in life-chances for young people in Peterborough and beyond. Key to the success of the new University will be its ability to grow and retain local talent alongside attracting and retaining new talent to the area. Through this project, the Partners are committed to raising personal and community aspirations along with improving social-mobility and contributing to inclusive social and economic growth. The Partners' will continue to promote and support skills provision that meets employer demand and motivates learners and their families to aspire to building prosperous futures for themselves and their communities, harnessing lifelong learning.

The top-line objectives for the new University are:

- **Improve access to better quality jobs and improve access to better quality employment**, helping to reverse decades of relative economic decline, and **increasing aspiration, wages and social mobility** for residents.
- Make a nationally significant contribution to Government objectives for **levelling up, increase regional innovation, and accelerate the UK's net zero transformation**, while also helping to fulfil the growth ambitions of the Ox-Cam Arc and radiating prosperity northward from Cambridge into north Cambridgeshire, the Fens and Peterborough.
- Accelerate the renaissance of Peterborough as a knowledge-intensive university city, **increasing civic pride** and satisfaction with Peterborough as a place offering a good quality of life with improved public facilities, and **providing a tangible example of levelling up and a pilot for place-based innovation** in left behind cities, that could be adopted and adapted nationally.
- Translate the resulting increase in individual opportunity, prosperity and social mobility into outcomes across wellbeing, health and healthy life expectancy from the programme, and on into **people living happier, healthier lives**.

Specific quantitative academic objectives for the new University are to commence provision of education at the start of Academic year 2022/23 for a student headcount of 2,000, rising to 3,000 through the first building and then onto 4,700 through this second teaching building. The aspirational target is to rise further to a student headcount of 7,000 by the academic year 2027/28.

Improving higher-level skills and the knowledge capacity must be accompanied by parallel stimulation and supply of higher value jobs to provide opportunity for the increased number of higher-level skilled people, including development of an innovation eco-system in the region.

Replicating the “Cambridge Phenomenon” that has taken decades to evolve organically and develop requires a specifically designed and long-term programme of interventions that balance supply of improved human capital with demand for it. This in turn requires indigenous and inward business growth that is more knowledge intensive and higher value, requiring higher level skills.

In the case of Peterborough and The Fens, this means addressing the HE cold spot to generate more level 5, 6, 7 & 8 skills, focused on key, higher value growth sectors such as high-value manufacturing and digital. In comparison to the average city in the UK, and within a workforce of 103,000, Peterborough needs be able to mobilise 17,000 more workers at these higher skills levels, to become competitive as a place, and arrest four decades of decline in prosperity and health outcomes.

Filling the higher-level skills gap in Peterborough and The Fens, will have limited impact without effective measures to grow significantly the business and industrial 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 to the city.

Employers both drive and utilise a dynamic education and skills system, which shapes the current and future workforce. This will be addressed by establishing and expanding the new university for Peterborough through the delivery of Phase 3, providing an increased pipeline of graduates for employers.

There is considerable evidence of best practice in developing and managing place-based innovation ecosystems, which has been used by the Partners to build a strategy to develop such an eco-system for Peterborough and the Fens. It includes actors and components able to:

- build on the regional master plan provided by the LIS, which identifies the threats and challenges facing the regional economy and its key sector-clusters, along with the potential skills and innovation interventions to overcome those challenges. It has clear targets for ecosystem-level innovation outcomes in terms of inputs, such as volume of R&D and knowledge generation, and outputs such as the value and volume of new products and services created and launched into market, delivering outcomes in terms of new, higher value, jobs created.
- operate locally with connectivity to a truly global, sector-based collaborative network in AI, digital and high value manufacturing sectors into which to connect;

- enable the flow of information, resources, talent, and solutions between complementary firms across networks, rolled out to Peterborough's local network of 200 manufacturing firms, managed by Opportunity Peterborough;
- connect firms through formalised innovation partnerships such as membership of a broad R&D programme, or individual projects, innovation alliances (e.g. joint R&D centres jointly staffed by business and universities). Such innovation creation platforms must extend into commercialisation partnerships and market-entry joint ventures and hubs, to ensure market-specific product and service launch and innovation-based growth; and
- provide a clear central coordinating service, facilitating cross-industry collaboration and providing professional services in both management advice and technology applications, capable of managing the ecosystem-level service provision, e.g. the use of facilities and management of an extensive portfolio of R&D, as well as the provision of commercialisation, incubation and growth services.

The Partners further anticipate that the new University (as expanded by Phase 3) will have:

- a substantial positive economic impact on Peterborough City and the surrounding region such that investment in the new University will generate direct, indirect and induced impacts across a wide range of industries, supply chains and the wider consumer economy;
- a positive regenerative effect to support the transformation of Peterborough itself into a regional centre improving the experience of all citizens and visitors to the area, including generating new opportunities for graduate-level employment and encouraging both local participation in HE and the local retention of graduates to benefit the wider economy;
- a transformational effect on the life-chances and well-being of its students and raise aspiration more broadly within Peterborough and the surrounding region. We anticipate that this will include:
 - Improving life-chances, health and well-being outcomes of students and, over time, the wider community;
 - building confidence and capability among the graduates of the new university and potentially encouraging innovation and entrepreneurship;
 - enhancing the capabilities of those graduates who continue to live and work in and around Peterborough to improve their productivity and earning potential; and
 - attracting and retaining investment locally to create more opportunities for the people of Peterborough and the surrounding region to benefit from higher education and contribute to the on-going success of the region.

Local strategies

Further investment in a University for Peterborough as a means of regenerating the city is a priority reflected across several local plans and objectives. This includes the Peterborough City Council's Town Investment Plan (TIP), which aims to kick-start economic growth through urban regeneration, the development of skills infrastructure and improved connectivity. Specifically, the plan includes the development of "a university with the potential to transform the city" on 'Opportunity Site 5' as a means of regenerating city centre space.

There is also alignment with Peterborough City Council's long-term regeneration and investment priorities as identified in its Local Plan.

Phase 3 of the new University will support further in meeting the cultural, regeneration and economic levelling up priorities in Peterborough (see below).

This will deliver the vision of the City's Culture Board to upgrade, create and connect existing and new cultural and creative spaces – in this case three museums, an arts venue, two theatres and two libraries in 50 acres of renewed, open, green space in an enhanced natural environment. In so doing, it creates a University Quarter that becomes a central cultural hub for the city, attracting 50,000 visitors a year and creating a destination area greater than the sum of its parts. The Living Lab will be the centrepiece of Peterborough's new University Quarter Cultural Hub.

This catalytic investment to create the University Living Lab and additional teaching space, builds on and integrates £45m of prior and current investments made through the Local Growth Fund (towards earlier phases of the new university) and Towns Fund (towards the wider masterplan and infrastructure for the City). It will have a visible, tangible impact on people and places, and support economic recovery.

The regeneration of the river embankment will open up a key leisure area for the city centre. Opening up the embankment, clearing the scrub areas, illuminating it and populating it with hundreds of students moving between the university quarter and the city centre will improve public security and transform a poorly used city-centre site into a vibrant cultural, commercial and community hub that local people can be proud of.

1.3.6 Current position

While the Cambridgeshire and Peterborough region has an enviable HE profile thanks in part to the presence of institutions and universities that have a world-class reputation, Peterborough has been recognised for many years as a cold spot for Higher Education (e.g. Peterborough and Fenland have around a quarter of the number of HE entrants of South Cambridgeshire)¹.

Current HE provision in Peterborough consists of:

1. **Peterborough Regional College:** has around 4,500 students and a broad course offering with particular HE teaching specialisms in engineering and construction, primarily at the Park Crescent campus, including **University Centre Peterborough (UCP)**, a 100% owned subsidiary of Peterborough Regional College, providing around 500 qualifications per annum across business, engineering, digital, finance, construction management and accounting disciplines. While its curriculum is modelled on education pathways it is moving into curricula linked to employment or business needs through development of a Green Technology Skills Centre with support from the Towns Fund. UCP does not have degree awarding powers and currently degrees are validated by Anglia Ruskin University.
2. **Anglia Ruskin University:** a satellite campus located in Guild House, Peterborough, with bespoke provision of around 400 qualifications per annum in health, social care

¹ Hatch Regeneris CPCA Skills Strategy Evidence Base, December 2018

and education. It is intended that this provision will be transferred to the Phase 1 new University at the embankment site once completed for academic year starting September 2022/23.

There is no HE provision in Fenland or North Huntingdonshire. The dispersed rural character of, and poor transport networks in, Fenland in particular make it challenging to establish HE operations in these areas. The sparsity of population and travel to learn times (rather than distances) have tended to inhibit the creation of viable provision, in the absence of flexible modes of delivery to compensate for these characteristics of the region.

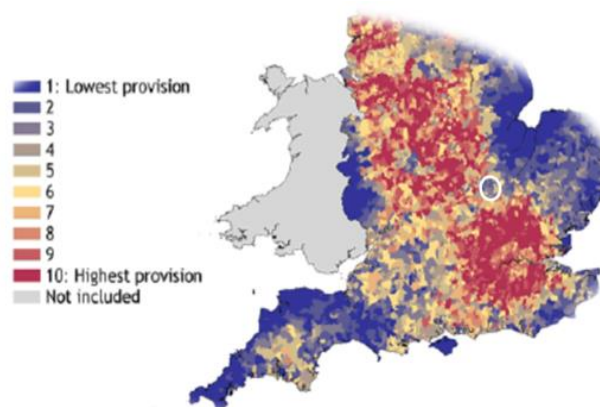
The result is that low skills levels have historically limited wages, progression and quality of life:

- In Peterborough, low skills levels have historically limited wages, progression and quality of life.
- The lack of a higher education provision in the region is a major contributor to poor economic, social and health outcomes.
- Peterborough's economy has been held back by a fragmented innovation ecosystem lacking a unifying focus.
- The region is changing, seizing opportunities in the UK's net zero transformation, particularly in growing Advanced Manufacturing businesses.
- Transplanting key elements of the Greater Cambridge innovation ecosystem into Peterborough, and creating an inherent connectivity into it, will help both places to grow, rebalancing growth across the Cambridgeshire and Peterborough region, and supporting ambitions for the Ox-Cam Arc.

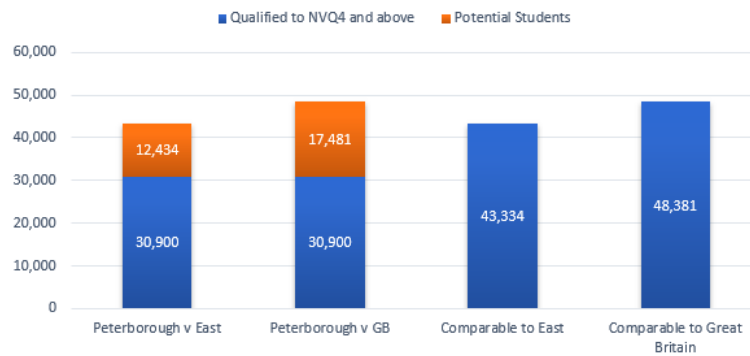
1.3.7 Case for change

A Higher Education "cold spot"

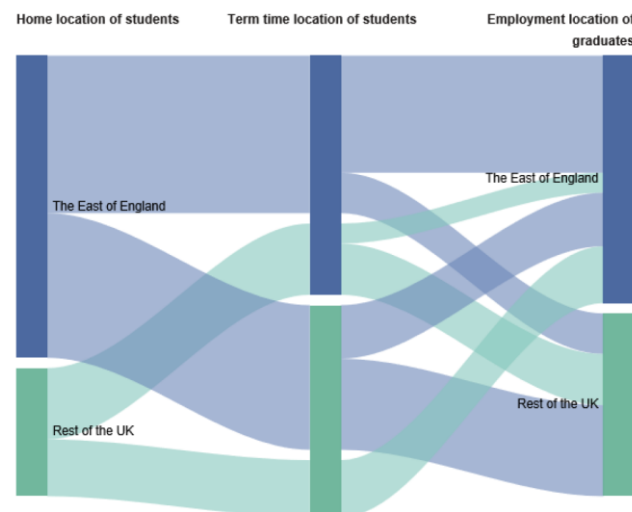
To be effective the University must address the characteristics of the higher education cold spot in the region (see figure below, sources: HESA and ILR 2012/13).



If Peterborough matched the East of England an additional 12,000 people aged 16-64 would have an NVQ Level 4 qualification or above and if Peterborough matched the UK, 17,000 more people would have such a qualification (see chart below).



There is no doubt, therefore, that, as a higher education cold spot, Peterborough and the wider Cambridgeshire and Peterborough region north of Cambridge is under-served by current providers. Furthermore, there is a net-outflow of students from the East of England with many fewer local students returning to the region after graduation; and, equally, many fewer students who study in the East settling in the region after studying here, effectively denuding the region of graduate talent (see HESA Destination of Leavers Survey figure below with additional interpretation in the footnote²).



Source: HESA Destination of Leavers Survey, 2014/15

Note: Populations cover those HE graduates in employment who have had a postcode in the selected region during their time in HE. This includes their home address, term-time address and employment location.

² The groupings from top to bottom on destination:

1. East of England (EE) students, who study in the East and stay after graduation
2. UK students (out of EE region) who study in the East and stay after graduation
3. EE students who study out of region but return after graduation
4. UK students (out of EE region) who study out of region but move into region after graduation
5. EE students who study in the East and leave the region after graduation [Net Loss]
6. UK students (out of EE region) who study in the East and leave after graduation
7. EE students who study out of region and do not return to the region after graduation [Net Loss]

Categories 5 and 7 outweigh categories 2 and 4. The net effect is a drain on the region. However, these groups are not the target market for the University— these students are already travelling in/out of region for a specific higher education experience which is already available. To compete directly for these students with their current institutions of choice would be fool-hardy given the imbalance in resources, infrastructure and brand equity. This route would lead to a “Red Ocean” of brutal competition.

Qualification levels in Peterborough, Huntingdonshire and Fenland are below national averages, which contributes to limiting wages, progression and quality of life for residents and unemployment rates are higher than the national average. The vision set out in the Industrial Strategy notes that skills development is vital for growth in jobs and earning power. The table below sets out some key labour market indicators³

Indicator	Peterborough	East of England	GB
Proportion of 16-64s with no qualifications	7.6%	5.7%	6.4%
Proportion of 16-64s with NVQ 4+ ⁴	32.1%	39.2%	43.1%
Average Attainment 8 ⁵ score at KS4	46.3	-	50.2
Proportion of employees with jobs in managerial, professional & technical occupations (SOC group 1-3) ⁶	42.3%	48.9%	50.2%

In addition to the indicators above, in Peterborough:

- Wages are 9% lower than the England average.⁷
- Productivity per worker is 11% below the national average.⁸
- 41% of neighbourhoods (LSOAs) within Peterborough rank within the 20% most deprived in the UK.⁹
- Social mobility is low, with Peterborough ranked 191st and Fenland ranked 319th out of 324 local authority districts.¹⁰
- Healthy life expectancy is below retirement age in many neighbourhoods and is declining in the most deprived areas.¹¹

Long term structural problems in the labour market appear to have been exacerbated by the pandemic. Rates of Universal Credit claims in the city doubled in the 12 months from March 2020 to rise above 27,000 in a city with a workforce of 120,000.¹² Nearby Fenland shares many indicators of deprivation, with poor skills outcomes a key driver.

Peterborough ranks 34th lowest out of 650 constituencies for the highest levels of child poverty¹³, with one in three children living in relative poverty, despite most families containing at least one working adult. Improving access to skills and raising educational attainment has the potential to reduce deprivation as well as provide residents with better employment prospects.

The local population has grown at a faster rate than the national average, which will in due course translate to a bigger local market for students. Moreover, the Cambridgeshire and

³ Metro Dynamics analysis of ONS data

⁴ NVQ4+ is a measurement of qualification level which is broadly equivalent to an undergraduate degree.

⁵ 'Attainment 8' is a measurement which captures the progress a pupil makes from the end of primary school to the end of secondary school.

⁶ Standard Occupation Classification (SOC) groups 1 – 3 are workers in managerial, professional and technical occupations.

⁷ ONS (2021) Annual Survey of Hours and Incomes

⁸ ONS (2020) Subregional productivity: labour productivity indices by UK NUTS2 and NUTS3 subregions

⁹ Indices of Multiple Deprivation (2019).

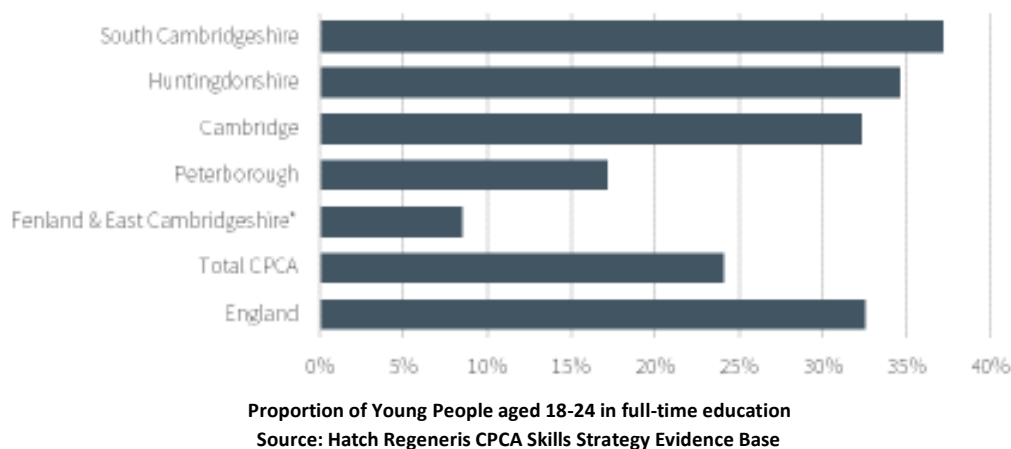
¹⁰ Social Mobility Index, 2016

¹¹ ONS Health and Life Expectancies, 2016-2018

¹² <https://cambridgeshirepeterborough-ca.gov.uk/what-we-deliver/resilience-2/>

¹³ Analysis of government and HMRC data shows that in 2019/20 9,524 children aged 0-15 in the Peterborough constituency were impoverished

Peterborough area has a much lower proportion of 18-24 year olds in full-time education than nationally and in Peterborough the proportion is very much lower than any other part of the region except Fenland and East Cambridgeshire.



Addressing provision to under-represented and under-employed groups is critical as there may already be unfilled vacancies and employment opportunities within the region for which there is a dearth of suitably qualified applicants. This is uncontested market space where competition in HE (which is burgeoning) is largely irrelevant. The University can expand on its unique offering to serve the cold spot, to attract under-represented groups and to redress the balance between Peterborough and the rest of the region.

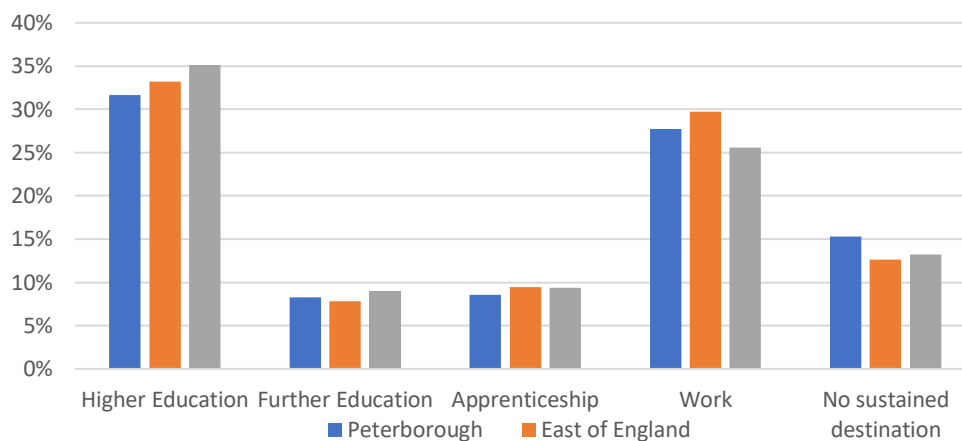
During the last four decades, Peterborough's population has doubled, and with it, the level of employment available. However, due to the much lower than average (nationally) supply of Level 4-6 skills, it has proved difficult to grow or attract in, sufficient high-value firms to maintain the city's productivity levels. This has created a degradation in the average value of jobs, wages and health outcomes that has significantly retarded the north of the Cambridgeshire and Peterborough region's economic growth potential, and its ability to contribute to region-wide productive growth.

The lack of a higher education institution is a major contributor to poor economic, social and health outcomes: Peterborough is one of the largest cities in the UK without a university.¹⁴ This means higher education has felt inaccessible and irrelevant to many people, and low aspirations entrench poor outcomes. In many parts of Fenland and other rural areas around Peterborough drive times to the nearest university exceed 60 minutes, making higher education practically inaccessible.

The lack of higher education provision in northern parts of Cambridgeshire and Peterborough means fewer school leavers (at 18 years old) progress onwards to higher education than would otherwise. In Peterborough, 31% of school leavers progress onto higher education compared to 35% nationally, with more school leavers progressing directly into lower-skilled employment. Crucially, 15% of 18-year-olds in Peterborough record 'no sustained destination' six months after leaving school, compared to 13% nationally, indicating that more school leavers in Peterborough choose either not to enter education or

¹⁴ <http://lovemytown.co.uk/universities/universitiestable2.asp>

work, or are dropping out within six months. See figure below for destinations and progression rates for 18-year-olds, 2019¹⁵



ARU's analysis of demand for higher education in the Cambridgeshire and Peterborough region predicts an increase in the number of 18-year-olds over the next 5 years leading to a 13% increase in students entering HE by 2025 (up to 6,105) with a static participation rate of 44%, and a 20% increase (up to 6,521) if the participation rate grows to the England average of 47%. Demographic analysis suggests also that this new demand is likely to be from groups who are more likely to stay in the region to study and then subsequently to work.¹⁶

Encouraging more residents into higher value jobs will help to raise social mobility in Peterborough and especially Fenland which ranks in the bottom 1% of district councils on these measures. The Peterborough Town Investment Plan notes that more deprived residents tend to experience poorer health and educational outcomes and fail to progress to higher paid jobs and better housing, in part because there is no local higher education institution to enable social mobility. There is a danger of these residents becoming trapped in low skill, low pay employment and failing to reach their potential.

Peterborough has been held back by a fragmented innovation ecosystem lacking a unifying focus: disconnect between research and industry has hampered innovation in the digital and advanced manufacturing sectors that holds the key to a renaissance for the city and its region. Further, the lack of a higher education institution to act as a knowledge engine for the region means that local firms have been cut off from access to key research which could translate into business-level innovation. In recent years cities such as Rotherham, Coventry and Middlesbrough, which all share similar economic characteristics to Peterborough but are different in that they contain large scale research institutes to act as local knowledge engines, have surged ahead while Peterborough has not.

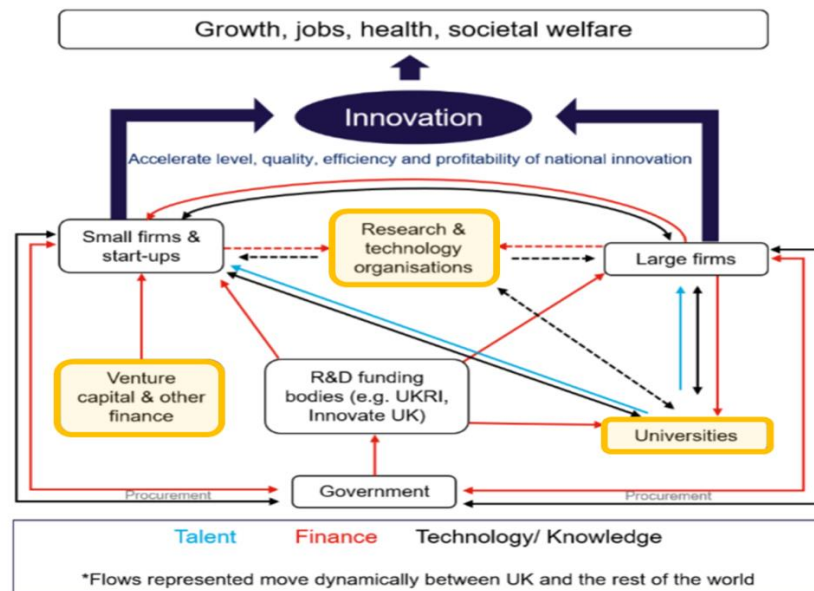
The UK Innovation Strategy highlights the vital nature of interactions between universities and businesses for spurring innovation. More broadly, the Innovation Strategy notes that *“innovation occurs in an ecosystem in which companies, research institutions, further education providers, financial institutions, charities, government bodies and many other players interact through the exchange of skills, knowledge and ideas, both domestically and*

¹⁵ Metro Dynamics analysis of DfE School Leaver Destinations data (2019)

¹⁶ ARU analysis conducted for Phase One Full Business Case

*internationally.*¹⁷ Without a university or research institution to act as a knowledge engine in a place it is unlikely that an innovation ecosystem will be able to form or flourish.

The diagram below from the UK Innovation Strategy presents a view of the components required to establish an effective innovation ecosystem in a place. Currently the Peterborough region is missing three (shown in orange) of the six necessary components. The figure below shows components and gaps of Peterborough's Innovation Ecosystem



Without deliberate intervention, these missing components are unlikely to form naturally.

Connections between Peterborough's innovation ecosystem and nearby Cambridge will help both places to grow, rebalancing growth across the Cambridgeshire and Peterborough region, and supporting ambitions for the Ox-Cam Arc: Peterborough and Cambridge are connected geographically, economically, socially and politically.

Peterborough is part of the Ox-Cam Arc and is on the northern edge of the 'Golden Triangle', with Cambridge as its northern-most point. The Ox-Cam Arc is one of the world's most successful innovation ecosystems, with Cambridge recognised as a world-leading centre of innovation. Over the last 20 years, The Arc has grown faster than any region outside London, and employment and wages are above the national average. It is home to some strong and innovative sectors, world-leading companies, internationally recognised research and development centres and research universities.¹⁸

Peterborough has a role to play in securing the ongoing success of Cambridgeshire and the Ox-Cam Arc by acting as a centre for new growth in advanced manufacturing, helping to unlock growth constraints which risk limiting the ongoing success of the Ox-Cam Arc.

The evidence base clearly shows that Peterborough and the north of the region more generally, while not conventionally thought of as being "in the north", has been "left behind". The CPIER notes that: *"In many ways, [Cambridgeshire and Peterborough] is a microcosm of the UK as a whole. It has a prosperous south, based around one principal city,*

¹⁷ UK Innovation Strategy, July 2021

¹⁸ Creating a Vision for the Oxford-Cambridge Arc: Consultation (2021)

which receives the majority of foreign investment and attracts high value companies and talent from across the world. International evidence increasingly shows that this concentration of growth leads to both high living standards and significant inequality. Further north, there is much industry and innovation, but while there are many success stories, business investment, skill levels and wages are lower.”

A more inclusive growth strategy is needed; delivering the region’s overall growth ambitions means that action must be taken to increase productivity in the north of the region, changing the spatial distribution of growth and supporting an increase in business growth and skills levels across the whole of the local economy (particularly growth in higher value businesses).

Core to this transition and future success is Peterborough’s growing cluster of green and environmental innovative engineering businesses, focussing increasingly on zero carbon technology, with the new University in Peterborough acting as the regional anchor institution and knowledge engine.¹⁹ Local firms in this sector and wider manufacturing base are integrated into the supply chains of the Midlands’ manufacturing sector, the energy and agri-food clusters of the East of England, and the Advanced Manufacturing and Future Energy clusters of the Oxford-Cambridge Arc.

Peterborough’s economic growth is therefore aligned with and will help drive the success of the OxCam Arc, East of England, Cambridgeshire and Peterborough and the wider Midlands / England’s Economic Heartland growth areas.

A new approach

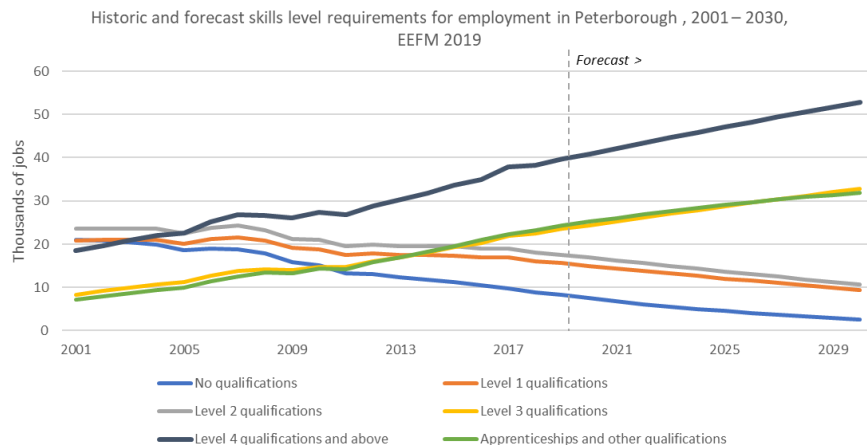
To reverse decades of relative economic decline in Peterborough and Fenland, the 2019 Combined Authority Skills Strategy identified a new higher education institution in Peterborough as the only viable solution to the HE Cold-Spot, while the Local Industrial Strategy identifies the northward expansion of the innovation clusters and networks from Cambridge, as the primary route to improving the knowledge intensity and quality of employment for Peterborough and the Fens.

The draft 2022 Employment and Skill Strategy acknowledges the progress made in implementing the new university and emphasises the importance of delivering the new university project.

To take part in and continue to support Peterborough’s knowledge intensive growth, residents need local education pathways to access high quality jobs. If those pathways are not available, then residents will miss out on the benefits of growth.

The chart below, from the East of England Forecasting Model, shows forecast skills level requirements for employment in Peterborough to 2030. It shows demand for an extra 12,000 degree-qualified residents by 2030 in the City. The figure below shows historic and forecast skills level requirements for employment in Peterborough, 2001 - 2030

¹⁹ Cambridgeshire and Peterborough Local Economic Recovery Strategy (2021)



Meeting future needs in Peterborough means establishing a university and accompanying innovation ecosystem at a pace and scale which generates impact as quickly as possible, while recognising the substantial difficulties faced in doing so.

The core strategy for developing the University is based on directly tackling the characteristics of the addressable component of the current market failures (the “cold spot” identified in the CPIER and LIS) without unnecessary direct competition with existing providers. The hallmarks of this strategy, based on a clear understanding of the market needs in and around Peterborough and by balancing resource constraints, include:

- A clear focus on under-represented groups and those “left behind” i.e. those who cannot or will not travel to existing providers.
- A solution based on a limited physical experience i.e. the capital available will support only a modest campus development (at least) initially.
- A phased approach which evolves with the needs of the region and is facilitated by successive successful phases of development i.e. a model in which viable provision is established early and becomes the foundation for reinvesting in later phases.
- The development of highly effective, collaborative and cooperative relationships between education providers to build a clear pipeline of opportunities, to raise aspiration, to identify and promote role models and to create a source of competitive advantage.

The vision for the University is that it will be:

“a high-quality employment-focused University for the city and region. It will acquire an international reputation for innovative technological approaches to face-to-face learning and in applied technology and science. It will be characterised by outstanding student satisfaction and response to local needs. The curriculum will be led by student and employer demand as well as developing opportunities in the technological, scientific and business areas. Its buildings will be architecturally leading, flexible and environmentally friendly. The curriculum, academic community and buildings will reflect a desire to be the greenest university possible”.

The University will provide access to higher education for rural areas around Peterborough, including Fenland, where in many cases drive times to the nearest University currently

exceed 60 minutes. Establishing a new higher education institution in Peterborough will help to raise aspirations and skills levels in surrounding areas also.

Wider impacts

Phase 3 of the University project will deliver significant social value through the provision of a dedicated community cultural and learning space in a core area of the City Centre. It will help raise aspirations and awareness amongst local people of the new university offer and so will help attract local residents to study at the university. By enabling local higher education provision, it will ensure that more highly skilled young people in Peterborough remain in the city.

A higher education experience is one of the most powerful and transformational investments which can be made both by individual students and by civil society more broadly. Moreover, universities in cities help build community cohesion and drive-up educational standards and attainment e.g. with lecturers/professors becoming governors at local schools.

The Partners are determined to make these investments, to encourage others to make such investments and to bring the positive benefits of higher education to the people of Peterborough and the surrounding region.

A new University will, therefore, offer much more to the people of Peterborough and the region. It will give Peterborough and surrounding areas an opportunity to reinvent its economy as the city continues to grow in population, creating a virtuous circle for continued growth of the economy and the new University, raising aspirations locally and supporting business needs for skills.

1.4 About the project

1.4.1 Scope

Phase 3 is to develop a second teaching building for occupation by ARU Peterborough/the new university with a Living Lab at its heart. This phase enables the university's growth to 4,700 students between 2022 and 2027, with future growth in student numbers to follow in Phase 5. This project is for investment in a 3,000m² second teaching building as part of the expanding university campus, 1,000m² of which will be available for use as a University Living Lab and public teaching space. The Living Lab will be a high-quality interactive museum for Peterborough with public space for exhibitions and events. Upper floors of the building will be provided exclusively as teaching space for Peterborough's expanding student cohort, hosting 1,700 students studying STEM subjects each year.

The Living Lab is designed to stimulate and inspire more young people into STEM sectors, including into the university's STEM-focused curriculum, which will be taught in the same building. Broadening Peterborough's cultural offer, it will provide a window into the city's net zero future through events, exhibitions and flexible learning, including festivals of ideas, immersive displays, hackathons, forums and evening classes. It will serve to increase skills provisions in these areas, offering a step change in local education provision and supporting the growth of net zero-focused industries and businesses in Cambridgeshire and Peterborough.

Project delivery in terms of work and spend on the Phase 3 building must begin in March 2022, to meet the terms of the LUF funding offer from the Department for Levelling Up, Housing & Communities, with initial procurement of the consultant team by the Combined Authority and commencement of the building RIBA 2 design. The building structure will be complete by end of March 24, also to comply with the terms set out in the LUF funding offer, noting that the memorandum for agreement between Department for levelling up Housing and Communities and the local authority (currently being drafted) states in clause 4.10 that the Council must spend all grant funding by the end of the funding period, 31 March 2024.

This Business Case is concerned only with the phase 3 development of the new University for Peterborough campus comprising:

1. Development of the third university building on the Embankment site in Peterborough City centre (this site will be built in phases as the University establishes and grows).
2. Procurement of a consultant team for the design, procurement and management of the delivery and aftercare of phase 3. The Peterborough HE Property Company (PropCo1) joint venture between the Combined Authority, PCC and ARU is an established and already operating, special purpose vehicle established to deliver the initial phase of the university development. PropCo1 will require the support of an appropriately skilled and resourced organisation to manage the delivery of this project. This will include the following key activities:
 - a. Initial designs to enable early planning discussions
 - b. Technical documents for the procurement process
 - c. Management of the design development with the contractor through to execution of a JCT D&B
 - d. Submission of planning application at the appropriate time
 - e. Practical management of the works as contract administrator/ clerk of works, including regular meetings, quality assurance and delivery against timescales.
 - f. Cost management and reporting
 - g. Compliance with funding obligations
3. Procurement of a main contractor to deliver the phase 3 University building for opening September of academic year 2024/25.

1.4.2 Benefits

The main Benefits of the project stem from establishing Phase 3 of the University Campus in Peterborough, for up to 1,700 more students from 2024/25, bringing the total number of students to 4700, with a curriculum and delivery model that is designed to meet the skills needs that growth in the Greater Peterborough business base will generate. The plan for the courses to be provided, space required, and staffing levels has been developed by ARU to support Greater Peterborough and the Fen's key sectors.

The key benefits to be delivered by this Phase 3 project include:

1. Number of temporary jobs created: 264 in construction²⁰.
2. Number of jobs created: 157 created over the first 4 years (98 academic staff and 59 professional services)²¹.
3. Number of indirect and induced jobs created: 16 indirect jobs in the University supply chain and 16 in the local economy as a result of increased employment in education²².
4. Number of indirect jobs as result of increased footfall and increased local economy spend by additional students and university employees: 67 jobs²³.
5. Increase in GVA associated with additional graduates in workforce, increased income earned from graduate roles and increased spend in the local economy over 10 years: £83m.

1.4.3 Risks, constraints and dependencies

The main risks associated with achieving the project outcomes are set out in the risk register at Annex 6.1 together with measures to mitigate and manage them. The main risks are summarised in the tables below for each of the phase 3 infrastructure works and delivery.

The table below summarises the **key constraints** that have been placed on the project and within which it must be delivered:

Constraints	
Timescales	<p>A requirement in the terms of the LUF funding offer to start in March 2022 with initial procurement of the multi-disciplinary team which will then provide design, procurement, planning and management of construction works to complete by end March 2024.</p> <p>This will require a site to be selected with fewest development constraints, which will be subject to further development of the design in RIBA 2 and due diligence on the selected plot.</p> <p>The selection of the procurement route for the main contractor will be critical in the ability to meet the timings required.</p> <p>The critical path runs through the appointment of the new consultant team, site selection, design, planning running in parallel with procurement, PropCo1 sign off, enabling works, construction and fit out prior to opening September 2024/25 with no programme float.</p>

²⁰ Based on (2012) Forbes D. at al, "Forecasting the number of jobs created through construction". 1 job per £75,000 of expenditure (2012 prices, 1 job per £90,600 at current prices). Assumed 1 year construction contracts. Construction costs assumed at 80% (20% design and professional fees) of capital costs and distributed over 4 years.

²¹ Assumed academic staff 5% of total students number; and professional services 3% of total students number (based on Phase 1 FBC)

²² The calculation is based on Type 1 Education industry employment multiplier for indirect (1.1) and Type 2 Education industry employment multipliers (1.2) for induced jobs and it is based on the direct jobs created in Education. Source: 2020, Scottish Government. Supply, Use and Input-Output Tables and Multipliers for Scotland 1998-2017.

²³ Based on £29,797,016 increase in local economy spend over 10 years (by additional students and University employees relocating in the area) and £44,378 GVA value per additional new job created in wholesale and retail industry

Constraints																														
Procurement	<p>Consultant team – The Combined Authority will procure the consultant team under an existing framework ready for appointment in February 2022 to comply with the LUF funding terms.</p> <p>Main Contractor phase 3 - Agreement of the procurement strategy for this phase will be agreed on award of the consultant team for the main contractor.</p>																													
Capital funding	<p>Phase 3 (£27.9m: for the Living Lab, university quarter and second teaching building, including a £20m investment from the Levelling Up Fund): Construction complete in 2024 for the Living Lab and second teaching building supporting additional 1,700 students (570 graduates per year), with potential for significant growth in student numbers in future.</p> <p>The £20m of Levelling Up Funds requested will be leveraged with £7.9m of local investment from the City Council, Combined Authority and ARU to help establish the university quarter.</p> <table><tr><th colspan="6">Investment into Living Lab, University Quarter and second teaching building</th></tr><tr><th>Contributor</th><th>LUF (PCC)</th><th>PCC</th><th>CPCA</th><th>ARU</th><th>Total</th></tr><tr><td>Value (£m)</td><td>20</td><td>1.87*</td><td>2</td><td>4</td><td>27.87</td></tr><tr><td>% of total</td><td>71.8%</td><td>6.7%</td><td>7.2%</td><td>14.4%</td><td>100%</td></tr></table> <p>*land value to be confirmed by red book valuation</p>						Investment into Living Lab, University Quarter and second teaching building						Contributor	LUF (PCC)	PCC	CPCA	ARU	Total	Value (£m)	20	1.87*	2	4	27.87	% of total	71.8%	6.7%	7.2%	14.4%	100%
Investment into Living Lab, University Quarter and second teaching building																														
Contributor	LUF (PCC)	PCC	CPCA	ARU	Total																									
Value (£m)	20	1.87*	2	4	27.87																									
% of total	71.8%	6.7%	7.2%	14.4%	100%																									
Outcomes	Up to 2,000 students for the 2022/23 academic year, rising to 3,000 by 2024/25 in phase 1 rising to 4,000 by 2025/26 and 4,750 by 2027/28 in phase 3 with an aspirational target (subject to availability of the necessary capital funding) of up to 7,000 students by 2030/31.																													
Design	The design will need to be developed within the overall funding envelope, in consideration of the enabling works costs and infrastructure costs.																													
Land	Clean title for land required to construct Phase 3 from PCC including indemnification from covenants etc. to be determined following plot selection and due diligence on the plot by the design team following award in February 2022.																													
Planning	The planning strategy for phase 3 has been tested with the Local Planning Authority through pre application discussions. The strategy involves a full planning application for phase 3 coming forward for determination ahead of a wider outline planning application (OPA) for the University campus. The OPA will be developed concurrently to ensure there is visibility of the long-term campus growth strategy. A masterplan commissioned by PCC and being developed out over winter 2021/22 will also inform both the full and OPA applications. This strategy will allow for the timely determination of a planning permission for phase 3, followed by an OPA for the longer term.																													
Budget	The budget for phase 3 has been tested at RIBA 1 for option 1 and the current assumptions made in this Business Case. However, any change in those assumptions will need to be managed by the consultant team in conjunction with PropCo1 within the agreed budget without deterrents to the outcomes required under the LUF. Further details of the risks and mitigation around these assumptions are stated in the Risk Register in Annex 6.1																													

The table below summarises the **key dependencies** that are outside the scope of the project on which its ultimate success depends:

Dependencies	
Adjacent development	<p>Local transport projects and third-party development on land earmarked for future phases of the University.</p> <p>Interface with other phases of the development phase 1 & phase 2 from logistics and potential for different contractor delivering infrastructure beyond current phases.</p>
Land	<p>At the time of writing this Business Case, a preferred location of phase 3 has been identified as part of a RIBA 1 design. The Business Case assumes a land value based on phase 1 valuation and actual size of plot, valuation and due diligence will be required after the approval of this Business Case.</p>
Funding for Phase 3	<p>A requirement in the terms of the funding offer from the Department for Levelling Up Communities & housing, stipulates that the project must deliver LUF expenditure by 31 March 2022. To enable this, a number of legal dependencies need to be satisfied as follows.</p> <p>For work and spend to start in March 22, a formal contract must be signed by PropCo1, by the 15 February 2022, with the procured multi-disciplinary consultant for the initial work packages of RIBA Stage 2 design to inform planning applications.</p> <p>For PropCo1 to place the contract above, it must be in receipt of the phase 3 funding of £26m. To enable transfer of that funding from PCC, ARU and Combined Authority, amendments will need to be made to the original Shareholders Agreement between the parties, reflecting the investment for shares from each party, constituting the additional £26m of cash invested (and later, the land transfer from PCC). Related to this, an Agreement for Lease for the second building from PropCo1 to ARU-Peterborough, is required to be signed as well as updates to the existing Collaboration Agreement.</p>
Enabling constraints	<p>The assumptions made in this Business Case regarding the site selection will need to be tested by the consultant team and the timeline / strategy for any enabling works following due diligence of that plot.</p>
Parking	<p>The location of phase 3 on the regional pool carpark (option 1) will require relocation of the 200 parking spaces into an alternative location – currently under review between the Combined Authority and PCC with one option being an adjacent council owned car park. It is only the 140 phase 1, 2 and 3 related spaces that will need to be re-provided from the overall 200.</p> <p>This will necessitate further parking capacity modelling, currently being undertaken through an update to the City Centre Parking Strategy, reporting Spring 2022, and a corporate decision and associated approvals to agree to any loss of income generating car parking spaces to the Council in favour of the university.</p> <p>As part of the agreement, it will also be necessary for the Combined Authority to agree with PCC and PropCo1 the relocation of spaces within the regional pool carpark attributable to PropCo1.</p> <p>The agreement and relocation of current parking on the regional pool car park will need to be undertaken by end Q4 2022 such that on entering into the</p>

Dependencies	
	<p>contract with the main contractor for the works in January 2023, the relocation can take place for construction, enabling and site set up works to begin prior to spade in the ground March 2023.</p> <p>It is also assumed as part of this Business Case that following the review of local parking capacity that the additional parking requirement for phase 3 (staff and students) could be accommodated in current parking provision post covid 19. This is subject to further review and agreement with PCC as corporate landlord and separately as the LPA and will require contribution to transport mitigation measures as part of Planning determination for phase 3.</p>

The table below summarises the **key Operational Risks**

Ability to Recruit Students:	<p>Student recruitment, marketing and admissions processes and systems to include UCAS support, direct entry and employer-sponsored routes are vital to the success of the new venture. It is anticipated that the focus of these services will be positive, proactive, outgoing and engaging to reach out to under-represented groups, to engage with their needs and win their active participation in the University and PUFC.</p>
Development of an Arena on the embankment	<p>Following a review of the proposals put forward in the Peterborough Embankment Masterplan on Saturday 20th November and the public webinar on Monday 22nd November ARU area ware of the future proposals for an Arena on the Embankment. The dominant footprint of the stadium, so close to the University, will significantly jeopardise the effective operation and future growth of the University; undermine the economic and social returns on the investments already made; and, ultimately, limit the attractiveness, viability and future potential of the University.</p> <p>ARU and Partners remain dialogue with PCC and its representatives on the Masterplan which is benign developed for publication end of January 2022; although it is noted that this does not currently form part of any planning policy nor has a formal planning application come forward for the arena as of the date of the business case</p>

2 Economic Case

2.1 Option identification

Critical success factors (CSFs) for the project can be grouped into three broad headings:

- Factors relating to the continued development of the University.
- Factors relating to the physical regeneration and cultural development of the City.
- Factors relating to the design and delivery of the physical infrastructure.

2.1.1 Critical success factors

Factors relating to the development and success of the University

1. **Ability to Recruit Staff:** The quality of the University is critically dependent on the calibre of its staff. Recruiting and retaining high calibre staff is the first critical challenge. The development of the Living Lab, University Quarter Cultural Hub and expanded University will support this creating more teaching and research opportunities and inspire a wider group of learners.
2. **Ability to Recruit Students:** UK universities now operate in an environment that has many (though not all) of the characteristics of a market. They compete for students, compete for staff, compete for research funding, and league table standings. Phase 3 must be seen as relevant to not only the Peterborough community, but also the wider region and the whole country.
3. **Ability to engage with local businesses and industry:** Large corporate businesses represent a significant group of stakeholders and will present an opportunity for both course development, industrial collaboration/placement opportunities and future employment destinations for graduates. However, students are expected to foot most, if not all, of the costs of this vocational training. The success of STEM and apprenticeship programmes will be key to levelling up aspirations. To address the persistent local skills deficits which hold back Peterborough's growth aspirations will require businesses not only to engage but to support some of the costs of educating their future work force.
4. **Curriculum Development to Fit the Target Market:** Higher education is in a state of flux. Industries are changing, post-pandemic norms are adapting giving rise to increase expectations from students. Students no longer wish to sit in large classes for fixed periods of time at certain times of the year and want instead to move through the curriculum at their own pace and at a time their choosing. This will require adaptive learning tools and support for blended and distance learning so that students do not feel isolated and alone.
5. **Creation of the Academic Infrastructure:** To meet the expectations of the twenty-first century, requires not just excellence in teaching, but also in all the facilities and services that make up the expanded University. Student and academic services need to provide a full range of social, welfare and other student-facing services alongside that of academic assessment, examinations, graduation etc.

Factors relating to the physical regeneration and cultural development of the City.

6. **The Living Lab, University Quarter Cultural Hub** and expanded university in Peterborough, will meet cultural, regeneration and economic levelling up priorities in Peterborough by:
- Creating a new landmark cultural asset, The Living Lab.
 - Regenerating a dilapidated mixed brownfield site adjacent to the city centre to create a new destination space for Peterborough, the University Quarter Cultural Hub, with the Living Lab at its centre.
 - Providing facilities within the Living Lab building to: support 1,700 local students studying in STEM fields; supporting a critical stage in the expansion of the University of Peterborough; and addressing the persistent local skills deficits.

Factors relating to the design and delivery of the physical infrastructure

7. **Meeting the Budget:** The phase 3 building including the external landscape and supporting infrastructure must be delivered within the budget of £27,870,000 based on £20m of Levelling Up Funds, leveraged with £7.87m of local investment from Peterborough City Council, the Combined Authority and ARU. The timeline requires approval of the Business case in January 2022, and this has meant that it is not possible to meet the requirements of a Full Business Case and can only rely on the information available at the time of writing to present a deliverable strategy that will meet the outputs and timelines required in the LUF application. Further work is needed to test assumptions, develop the brief, and site response, in consideration of the ongoing consultation in parallel with the wider outline planning permission (not forming part of this Business Case). This will require a Full Business Case once contract close, land transfer, parking agreements (PropCo1) and shareholder agreements are in place for end Q4 2022.
8. **Meeting the Programme:** The phase 3 building must be open for business to students in September 2024. This will need to be achieved through a detailed programme management that will correlate all key interdependencies, such as achieving planning consent, design freeze, tendering and procurement etc, in addition to delivering an efficient building form and utilising readily available components that will minimise the risk of construction over-runs. The master programme assumes the following critical path milestones are achieved to meet this key Milestone:
- a. Business Case approval January 2022.
 - b. Full Business Case and reviewed following RIBA stage 2 design and costings; and selection of contractor July 2022.
 - c. Planning application submitted in September 2022 for determination in January 2023.
 - d. Main Contractor enters into a pre-construction service agreement and commences design and agreement of contract sum in July 2022 (pending agreement of the procurement route on award of consultant team by the Combined Authority in February 2022).

- e. Legal agreements concluded by PropCo1 and sign Main Transactional Agreements for Phase 3 in December 2022.
 - f. Main Contractor agrees contract sum in January 2023.
 - g. Completion for operation in September 2024
9. **Delivering the Spatial Brief:** The spatial brief for the Living Lab is embryonic at this stage with the curriculum, course structure, timetabling etc remaining to be developed and agreed by ARU. It is anticipated this will be concluded in Q2 of 2022 and that the building will accommodate a spectrum of spaces including specialist teaching, general teaching, study, public engagement, and ancillary operational spaces to support the current specialisms of:
- Business and Innovation.
 - Creative Digital Art and Science.
 - Health Education and Social Care.
 - Engineering, AgriTech and the Environment.
10. **Masterplan:** An Outline Planning Application (OPA) for the University Quarter is currently being progressed, although phase 3 will be determined as a standalone application ahead of a decision on the OPA. The location of phase 3 will be taken into consideration by the OPA. An option appraisal study has been undertaken to assess the preferred site for phase 3, the Living Lab, within the overall Embankment site. Following this evaluation, option 2 – the Artificial Pitch site to the south of the phase 1 and 2 buildings – is the equal preferred option for the location of the Living Lab but this Business Case has been prepared on the basis of option 1 due to the potential programme and cost risk of option 2 associated with the relocation of the all-weather pitch. This decision will be reviewed prior to commencement of the next stage of the design process (RIBA 2) once further detail is known on the associated planning issues, as well as any implications for the loss of parking spaces necessitated by option 1. The project must deliver a clear logistics strategy that seeks to minimise impact on operational buildings during the building of future phases, and critically the experience of students and staff using these buildings.
11. **Respond Positively to Stakeholder Consultation:** The phase 3 building, and wider masterplan, must respond to the output from a wider stakeholder consultation to ensure a project that can be delivered successfully. It must also achieve a high-level of 'buy-in' within the city and region without detriment to budget, programme or operational aspects of the project. This will be critical both for the successful delivery of all phases of the project to 2032 and to ensure that partners in the city and region are supportive of the University as it develops.
12. **Obtaining Planning Consent:** The phase 3 building must achieve planning consent by January 2023 to meet the inter-related requirements of the project programme and be open for business in September 2024. This will need to be achieved through a close and collaborative working partnership with the local planning authority and the project team via a Planning Performance Agreement, including a pre

applications service, identifying issues early to inform the design process and minimise the risk of a refusal and pre-commencement conditions.

13. **Levelling Up Priorities:** The co-location of the Living Lab within the university, and its integration into connected libraries, theatres, and museums, creates a Cultural Hub which will play an important role in bringing local people of all ages into the University Quarter. In this way, it will open the horizons of local people and better integrate the university with the city, producing wider economic benefits for local businesses and institutions. The Living Lab, part of the expanded University Quarter in Peterborough, will meet cultural, regeneration and economic levelling up priorities in Peterborough by:

- Creating a new landmark cultural asset, The Living Lab.
- Regenerating a dilapidated mixed brownfield site adjacent to the city centre to create a new destination space for Peterborough with the Living Lab at its centre.
- Providing facilities within the Living Lab building to support 1,700 local students studying in STEM fields, supporting a critical stage in the expansion of ARU Peterborough/the university, and enabling economic recovery and growth and levelling up by addressing the persistent local skills deficits.

14. **Be Relevant, Adaptable and Flexible:** The phase 3 building, including its environmental systems, must be designed to be adaptable to respond the changing needs in the future. The Living Lab will provide a window into the city's net zero future through events, exhibitions, and flexible learning, including festivals of ideas, immersive displays, hackathons, forums, and evening classes. Exhibitions and facilities at the Living Lab will explore green technologies, such as vertical farming, renewable energy, and green vehicles, making the University's STEM curriculum more accessible and relevant to local people.

2.1.2 Options

Living Lab, University Quarter Cultural Hub and expanded University in Peterborough development

No previous Outline Business Case has been undertaken for phase 3 aside from the Business Case for the Levelling Up Fund. The Value for Money assessment in the Levelling Up Fund application concluded that delivery of the Living Lab, University Quarter Cultural Hub and expanded University in Peterborough (the Recommended option), was the preferred way forward on the grounds of both affordability and economic impact. This Business Case has reviewed three options to test this impact as follows:

4. **Phase 1 stand alone:** The first phase of the project to establish the new University Campus in Peterborough with capacity for 3,000 students by September 2022. As this Phase is currently under construction and fully committed to by the partners it is regarded as the 'Do minimum' option.
5. **Phase 3 stand alone:** this option considers Phase 3 as if it were intended to function alone (i.e. completely separately and independently from Phase 1). It considers the

merits of investing in the Phase 3 based solely on its £28m cost to delivering capacity for 1014 students in September 2024, rising to 2347 by September 2030.

6. **Phase 1 and 3 combined:** this option reviews the cost and benefits of Phase 1 and 3 combined. It is the proposal contained in this Business Case of establishing a second teaching building for ARU Peterborough and a high-quality interactive science museum for Peterborough (The Living Lab). For the purposes of this Business Case this is regarded as the 'Recommended option'.

Having established this strategic approach to development of a University in Peterborough, the options considered are thus:

1. **Do minimum:** Deliver Phase 1 only with capacity for 3,000 students by September 2022.
2. **Phase 3 stand alone:** Review of the costs and benefits solely attributable to Phase 3
3. **Recommended option:** reviews the cost and benefits of Phase 1 and 3 combined. It is the proposal contained in the Business Case for the Levelling Up Fund to establish a second teaching building as an expansion of Phase 1 project and a high-quality interactive science museum (The Living Lab).

The following subsections present a summary analysis of these options against the project aims and objectives, including indicating:

- Any options likely to fail to deliver the project objectives or sufficient benefits.
- Any obvious impracticalities inherent in any of the options.
- Any options that are clearly unfeasible, unaffordable or too risky

Do minimum (Phase 1 only - 2020/21 base year for prices)

- The key benefits to be delivered include (in summary):
 - £294.5 million in Net Present Benefits over a 10-year period.
 - £29.0 million in Net Present Costs over a 10-year period.
 - £265.5 million in Net Present Value over a 10-year period.
 - Benefit Cost Ratio of 10.1 over a 10-year period.
 - Total of 14,311 additional graduates by 2029/30.
 - Maximum students in any one year – reached at 3,010 from 2023/24 onwards.

Phase 3 stand-alone (2020/21 base year for prices)

- The key benefits to be delivered include (in summary):
 - £68.9 million in Net Present Benefits over a 10-year period.
 - £25.4 million in Net Present Costs over a 10-year period.
 - £43.6 million in Net Present Value over a 10-year period.
 - Benefit Cost Ratio of 2.7 over a 10-year period
 - Total of 3,510 additional graduates by 2029/30.
 - Maximum students in any one year – reached at 2,347 from 2030/31 onwards.

Recommended option

- The key benefits to be delivered include (in summary):

- £363.4 million in Net Present Benefits over a 10-year period.
- £54.4 million in Net Present Costs over a 10-year period.
- £309.0 million in Net Present Value over a 10-year period.
- Benefit Cost Ratio of 6.7 over a 10-year period.
- Total of 5,357 additional graduates by 2029/30.
- Maximum students in any one year – reached at 5,357 from 2030/31 onwards.

Phase 3 building locations

The site for the University Quarter is approximately 13 hectares and sits to the north of the Embankment site currently being master planned by Peterborough City Council (PCC). It also encompasses the consented phase 1 and 2 buildings and landscape. The University will be located on the Embankment, a 55-acre site located to the southeast of the city centre and within approximately a 5-minute walk from the centre.

The overall Embankment site stretches from the Cathedral to the north, southwards to the River Nene; and from the city Lido and Theatre in the west to the Frank Perkins Parkway, a primary highway accessing the city from the A1(M), to the East.

The site currently accommodates:

- a. Large open public space to the south that is used for temporary events in the city.
- b. A regional pool / gymnasium and associated parking.
- c. Athletics track and artificial pitch.
- d. A public car park.
- e. A small children's play area.

The site is substantially an open area used for social, recreational, leisure and cultural uses and buildings are limited to the regional pool and a single storey changing facility for the running track. The site has several overgrown poorly maintained tree belts, generally planted to screen sports facilities and car parks. The site is crossed by several foot / cycle paths particularly focused along the River Nene, the leisure facilities to the north and adjacent to the elevated Parkway to the east. The site affords good access to the city centre to the north-west; is linked to the east via an underpass and towpath below Parkway and to the west to existing footpaths around the Theatre, Lido, and Old Customs House.

An option appraisal study was undertaken to assess the preferred site for phase 3, the Living Lab, within the overall Embankment site. The requirement to locate the building within land designated within the Outline Planning Application, currently being developed, was a prerequisite for the optional appraisal. In addition, to deliver the project within the required timescale, the use of land currently accommodating the athletics' track and Regional Pool was deemed not feasible.

Following consultation, four strategic locations were identified:

- Option 1** –Artificial Pitch (South of Phase 2).
- Option 2** – Regional Pool Car Park.
- Option 3** – Bishops Park, north of the Regional Pool.
- Option 4** – Bishops Road / Parkway (North-east).



Option 1 – Regional Pool Car Park

Option 2 – Artificial Pitch (South of Phase 2)

Option 3 – Bishops Park, north of the Regional Pool

Option 4 – Bishops Road / Parkway (North-east)

Following this evaluation, option 1 and 2 emerged equal in overall scoring. Through the consultation both locations were considered to have good cohesiveness with the buildings delivered in phases 1 and 2 creating a strong sense of 'campus' and protects the student and staff experience during future phases of work. Option 2 – to the south of the phase 1 and 2 buildings – remains the preferred option for the location of the Living Lab.

However, given the planning policy requirements associated with the replacement of the Artificial Pitches, option 1 (Regional Pool Car Park) was considered the most deliverable in planning terms at this stage in meeting the LUF funding milestones. This decision will be reviewed on appointment of the consultant team for phase 3, prior to commencement of the next stage of the design process (RIBA 2) once further detail is known on the associated planning issues and parking strategy outputs. All options considered deliver the desired outcomes of the project given that the use/scale of the building is the same for each option.

This Business Case assumes delivery of the phase 3 building to the east of the current development on the former Wirrina Carpark (option 1). Although the preferred option is to the south of the current development (option 2), option 1 forms the basis of this Business Case due to the potential programme and cost risk of option 2 arising from the likely need to gain planning approval for relocation of the football pitch currently on the embankment prior to determination of an OPA. Option 1 is not without programme and risk and requires transport and parking strategy; to be developed on appointment of the consultant team in February 2022. However, this is considered to present less risk to the required timeline.

As a result of this, this Business Case has been developed based on the option that provides the least programme risk to meet the constraints outlined above. The assumptions made in the planning strategy to mitigate the programme risk, should therefore, be revisited in February 2022 with the consultants who will be appointed by the Combined Authority on 15th February 2022.

The assessment was informed by a full desk top analysis of the constraints and opportunities of the site and each option was assessed against several key criteria agreed by the project team as noted below:

1. Heritage impact.

2. Title impact.
3. Visibility / Identity.
4. Access to city amenities.
5. Cost impact (infrastructure + public realm).
6. Landscape impact.
7. Geotechnical.
8. Impact on residential.
9. Campus growth.
10. Logistics (Construction).

2.2 Value for money

2.2.1 Economic appraisal

The main Benefits of the project stem from establishing a University Campus in Peterborough, for 2,000 students from September 2022 growing to 5,357 students by 2030 (see table below), with a curriculum and delivery model to meet the skills needs that growth in the Greater Peterborough business base will generate.

	Phase 1		Phase 3						
Year	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31
On-campus	920	1533	2081	2345	2532	2666	2755	2821	2882
Off campus	1080	1477	1943	2080	2229	2308	2371	2422	2475
Total	2000	3010	4024	4425	4761	4974	5126	5243	5357

The plan for the courses to be provided, space and staffing levels required is to be developed to support Greater Peterborough and the Fens' key sectors. An initial economic appraisal of the teaching phases of the project (phases 1 and 3) has been developed based on the following parameters and assumptions:

- a. Phase 1 delivers 2000 students from September 2022 growing to 3010 students by September 2023 with a £30.3m grant contribution and an estimated £4m land contribution from PCC.
- b. Phase 3 requires an additional £28m of public sector monies (bringing total public expenditure up to £62.3m including the land contribution) with 1014 students starting in September 2024, rising to 2347 by September 2030.

The full impacts and costs have been applied over a 10-year period from 2020/21, with the following main assumptions:

- Fiscal costs are incurred as draw down of government grant in line with the capital expenditure profile for the project.
- Benefits of operations of the University from year 1 to 10 – staff and supply chain expenditure.
- GVA and fiscal benefits are estimated on the basis of uplift to salary from gaining a degree (i.e. the difference between graduate and non-graduate salary).

- Assumed that 50% of graduates who have attained a HE qualification and graduate salary, would have not otherwise done so in Peterborough and the surrounding area.
- GVA and fiscal benefits accrue from the salary uplift from non-graduate to graduate salaries – assumed can attribute 50% of these benefits to the University investment.
- Graduate salaries increase by 3.5% per year, non-graduate salaries by 2.5%.
- Increase in University staff salaries is set at 2% per year.
- Discount rate of 3.5% per year.
- GDP deflator of 2.0% per year.
- Local student expenditure is not modelled – it is assumed this would occur anyway if the individuals were instead not to go to university and chose to stay and work in Peterborough in non-graduate jobs.

Economic appraisals of the '**Do minimum**', '**Phase 3 stand-alone**', and '**Recommended**' options have, therefore, been conducted on the following basis:

- Direct staff employment follows the forecasts from ARU's Operating Model for phase 3 received on the 7th December 2021.
- Indirect employment is anticipated to be 200% of the direct employment reflecting the buying power of the institution, its staff and its students.
- Average GVA per employee for direct and indirect jobs created is estimated at £42,000.
- Average graduate salary in 2018 is £34,000, average non-graduate salary is £24,000. Grad salaries inflate at 3.5% per annum, non-graduate at 2.5%. GVA from graduate employment is calculated as 161% of total salary uplift (difference between graduate and non-graduate earnings).
- For the Do Minimum option, further growth is projected arising from the proposed intervention (+1%) making the combined growth factor +3% above the baseline.
- Additional corporation tax revenues from enhanced GVA are forecast at 1.36% of the GVA generated.
- PAYE from new jobs created has been estimated based on tax rates for 2019/20 per graduate level job.
- National Insurance Contributions from new jobs has been estimated at 11.1% of salaries per employee

A summary of the impact and value for money over 10 years is provided in the table below:

Appraisal Outputs	Phase 1 maximum 3,010 students per annum reached in 2023/24	Phase 3 – maximum of 2,347 students reached in 2029/30	Phase 1 + 3 combined
Total Net Present Benefits (10-year)	£294,504,261	£68,919,214	£363,423,475
Total Net Present Costs (10-year)	£29,020,967	£25,374,505	£54,395,472
Net Present Value (10-year)	£265,483,294	£43,544,709	£309,028,004
Benefit Cost Ratio (10-year)	10.1	2.7	6.7
Additional graduates to 2029/30	14,311	3,510	17,821

There are broadly four direct quantifiable benefits from the proposed options:

1. Increased employment as a direct result of the creation of additional teaching space for the University as staff are recruited.
2. Employment created in the wider economy as an indirect result of the creation of the new University.
3. The economic benefits from the salary uplift from studying the additional HE courses available as a result of Phase 3 and gaining graduate level employment as new graduates enter the workforce and graduate level jobs are created, attracted or retained within the region.
4. Benefits to the exchequer from increase wages, personal and corporation taxes.

2.2.2 Risk appraisal

The key risks with respect the economic appraisal all lie in the ability of ARU-Peterborough/the university to deliver the predicted 2,347 additional student numbers by 2030, as contained in their Operating Model for Phase 3 over and above those already agreed and committed to under phase 1 (i.e. the capacity for 3,010 students by September 2022).

The economic appraisal is vulnerable to fluctuations in the numbers of students recruited and graduated by the University as highlighted in the sensitivity analysis below. The ability to recruit locally based staff may also be a factor that erodes the impact of the new University. A further concern could be the extent to which graduate level employment is available locally and whether the new University is able to generate the scale and quality of graduates required to meet local economic needs. These sensitivities have been tested and the net impacts reported below.

The majority of UK university applicants are still planning to start university in the autumn despite ongoing uncertainty around term times and course administration. While Covid-19 is a high risk for those over 60, traditional-aged university students face relatively low risks from the disease. However, in recent weeks, we have seen just how quickly the novel coronavirus can spread in areas with a high concentration of people – and university campuses are no exception. According to a recent survey by UCAS, almost nine out of every ten undergraduate applicants said they still plan to head to university in September or October.

The number of 18-year-olds in the UK is growing. More people tend to go to university during recessions, as job numbers shrink, and students look to 'up-skill'. For phase 1 ARU provided an analysis of HE demand in the region, which predicts an increase in the number of 18-year-olds over the next 5 years leading to a 13% increase in students entering HE by 2025. Nationally, the Higher Education Policy Institute, October 2020 stated that nationally even without increase in demand in participation, demographically there would be an increase in demand of 40,000 full time higher education places in England by 2035 due to the rises in the 18-year-old population. ARU's local demographic analysis suggests also that this new demand is likely to be from groups who are more likely to stay in the region to study and then subsequently to work.

According to the Higher Education Policy Institute, over 350,000 more higher education places will be needed in England by 2035 to keep up with demand²⁴. The report shows for England:

- if demography were the only factor, without any increase in participation, there would be an increase in demand of 40,000 full-time higher education places in England by 2035 due to rises in the 18-year-old population;
- if participation also increases in the next fifteen years at the same rate as the average of the last ten years, then this increases to a demand of 358,000 full time higher education places by 2035; and
- the greatest growth in demand will be seen in London and the South East, due to both demographic changes and patterns of participation. Their projections suggest that over 40% of demand for places will be in London and the South East.

2.2.3 Preferred option

The economic appraisal of the three options presented above shows that the Benefit Cost Ratio (BCR) for the recommended option still far outstrips the alternatives. This review confirms the Recommended option as delivering very good value for money (VfM).

The preferred option delivers a Benefit Cost Ratio of 6.7 based on current costings and student numbers. While this is a significant reduction from the value of delivering Phase 1 alone, it is still an exceptional return according to government guidance and benchmarks which defines the VfM category as:

- Poor VfM if the BCR is less than 1.0;
- Low VfM if the BCR is between 1.0 and 1.5;
- Medium VfM if the BCR is between 1.5 and 2.0;
- High VfM if the BCR is between 2.0 and 4.0; or
- Very high VfM if the BCR is greater than 4.0

However, reducing this project to a simple BCR number belies the fact that the success or failure of this investment in Peterborough, relies on many factors. Simply assuming that such a high BCR value assures its success can lead to a false sense of comfort. The Economic Analysis is only one part of a well-informed decision.

2.2.4 Sustainable Growth Ambition benefits

The Combined Authority has adopted six key themes to assess each supported by project.

Theme	Ambition	Contribution
Health and Skills	Building human capital to raise both productivity and the quality of life.	Improved resident wellbeing through access to culture, with positive benefits for physical and mental health.

²⁴ <https://www.hepi.ac.uk/2020/10/22/new-hepi-report-reveals-over-350000-more-higher-education-places-will-be-needed-in-england-by-2035-to-keep-up-with-demand-while-scotland-will-see-a-decline-in-demand-for-places-over-the-same-period/>

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.	Regeneration of open green space upcycled from a mixed brownfield site with cycle paths and pedestrian footpaths lined into broader Peterborough networks.
Infrastructure	From digital and public transport connectivity, to water and energy, building out the networks needed to support a successful future.	Improved cultural and heritage offer that is more visible and easier for residents and visitors to access.
Innovation	Ensuring this area can continue to support the most dynamic and dense knowledge economy in Europe.	Increase in graduate numbers working in the city leading to increase productivity through a higher skilled population.
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.	Reduced deprivation in a left-behind area with a persistent skills gap. Increase in civic pride, leading to increased wellbeing, health and life expectancy along with a reduction in anti-social behaviour.
Financial and systems	Improving the institutional capital which supports decision-making and delivery.	Structured risk management regime, residual risk will be systematically appraised and revaluated at strategic points during the life of the project.

2.2.5 Sensitivity analysis

In light of the risks outlined above, sensitivity testing has been carried out by adjusting key variables as follows:

- 50% reduction in Net Present Benefits.
- Doubling of the construction costs.

The key outputs from these appraisals are summarised in the table below:

Sensitivity Tests	Recommended Baseline	Sensitivity to 50% drop in Net Present Benefits	Sensitivity to failure to create graduate jobs with Construction Costs Doubled
Total Net Present Benefits	£363,423,475	£181,711,738	£ 363,423,475
Total Net Present Costs	£54,395,472	£ 54,395,472	£ 108,790,944
Benefit Cost Ratio²⁵	6.7	3.3	3.3

Therefore, even allowing for these significant risks, the preferred option still returns a strongly positive net present value and BCR is sustained. Therefore, there remains a strong economic case for investing in the Recommended option to generate direct and indirect benefits for the region.

Further sensitivity analysis has been conducted in respect of student numbers as follows:

- Scenario A: Phase 3 student numbers reach a maximum of 1600 in 2026/27
- Scenario B: Phase 3 student numbers reach a maximum of 1400 in 2025/26

In Scenario A, the BCR for Phase 3 is 2.7 over a 10-year period (compared to base case of 2.7). This hardly changes because of the graduate numbers not being affected so much. In 2026/27, there is only a small reduction in graduate numbers between 2027/28 and 2029/30 (three years), as the benefits are measured over the time-period 2020/21 to 2029/30.

In Scenario B, the BCR for Phase 3 is 2.3 over a 10-year period (compared to base case of 2.7). This

The key outputs from this review is summarised in the tables below:

Base case	Phase 1 + 3	Phase 1 alone	Phase 3 alone
Total Net Present Benefits	£363,423,475	£294,504,261	£68,919,214
Total Net Present Costs	£54,395,472	£29,020,967	£25,374,505
Net Present Value	£309,028,004	£265,483,294	£43,544,709
Benefit Cost Ratio	6.7	10.1	2.7
Scenario A: phase 3 max 1600 students from 2026/27			
Total Net Present Benefits	£362,601,373	£294,504,261	£68,097,112
Total Net Present Costs	£54,395,472	£29,020,967	£25,374,505
Net Present Value	£308,205,902	£265,483,294	£42,722,607
Benefit Cost Ratio	6.7	10.1	2.7
Scenario B: phase 3 max 1400 students from 2025/26			
Total Net Present Benefits	£353,896,203	£294,504,261	£59,391,942
Total Net Present Costs	£54,395,472	£29,020,967	£25,374,505
Net Present Value	£299,500,732	£265,483,294	£34,017,437
Benefit Cost Ratio⁸	6.5	10.1	2.3

²⁵ Given by Net Present Total Benefits/Net Total Costs

The conclusions from this further sensitivity testing, is that in Scenario A, the reduction in phase 3's capacity to 1,600 doesn't significantly affect BCR at all because:

- Impacts calculated over 10 years from 2020-21 to 2029/30 so the reduction only affects the tail end of this period
- Benefits are calculated by no. of graduates (earnings) – so there's a lag from when students start then graduate and start earning
- Difference in graduates over the three years from 2026/27 to 2029/30 isn't significant

However, in Scenario B the reduction to 1,400 does affect benefits and BCR. This would be highlighted further if phase 3 were assessed over 15 or 20 years. The BCR for phase 3 alone drops to a value of 2.3. Though still acceptable, this would make Phase 3 a border line project if it were to be submitted in a competitive round for public funding.

There remains a strong economic case for continuing with the Recommended option to generate direct and indirect benefits for the region. However, if financial pressures necessitate a cut in the phase 3 building's floorspace to keep within budget, then we would advise that the reduction in student numbers be kept to a minimum.

3 Commercial Case

3.1 Structure of the deal

3.1.1 Procurement strategy

Procurement of the infrastructure is split into two categories:

1. **Land:** the proposed development plot 'The Embankment, off Bishops Road Peterborough' forms part of the agreement between the Combined Authority and PCC where PCC have committed to providing land in phases for use in the development of the new University campus. The valuation of the land has yet to be agreed and a valuation will be commissioned by PropCo1 along with the necessary due diligence of the land following approval of this Business Case. For the purpose of this Business Case, the land valuations used for Phases 1 & 2 have been applied to the plot required for phase 3. The procurement of the land from PCC may require an Advertised Sale via a notice in the local press (it is publicly owned land for disposal under the 1972 regulations).
2. **Professional team procurement:** as part of the early mobilisation plan, the Combined Authority has started procurement of the multidisciplinary team using the Crown Commercial Services Framework. The procurement is planned to be complete with the team appointed by mid-February 2022, following approval of this Business Case.
3. **Main Contractor:** procurement of the main contractor will be required to deliver the physical capital works, which will broadly include:
 - a. Off plot Utilities, highways work associated with Phase 3.
 - b. On plot infrastructure works, utilities, road, car parks, landscape and ancillary buildings.
 - c. Building and internal fit out (including IT and AV).

The Combined Authority may undertake a supplier event to explore the market opportunity for the delivery by the main contractor. This will establish the market appetite from the market for the delivery of the phase 3 scheme and on what basis the scheme can be procured. Following the supplier event, a detailed procurement strategy will be prepared outlining the interface with design, route to market through OJEU or existing frameworks and the package strategy to align warranties with current works being implemented, for approval ahead of procurement action commencing.

3.1.2 The contract

Buildings/Infrastructure

Form of contract

The construction works are likely to be delivered via a Design & Build procurement route using a two-stage tendering process and an industry standard form of contract. A design and build procurement route will provide the Combined Authority (acting under a development management agreement) with a fixed price for the construction works, which will reduce the Combined Authority's exposure to potential overspend. By adopting a two-stage tendering process, the Combined Authority's client team will work with the contractor on an

open-book basis to ensure competition is maintained throughout the second stage, and that risks are appropriately allocated and managed. Long-lead items and works packages will be reviewed with the Main Contractor to verify competition throughout the supply chain, and to offer greater financial certainty to all parties. In addition, this procurement route will give PropCo1 the opportunity, where necessary, to place early orders for long lead items ahead of contract award for packages such as piling or structural frame to secure prices or minimise programme risk. This process will assist in ensuring the contractor's risk pricing is reduced and hence achieve value for money.

It is proposed that the JCT Design & Build form with client amendments is used, in line with approach adopted for delivery of phases 1 and 2. This is an industry recognised and widely used contract form, which ensures all parties are familiar with the structure, risk apportionment, key provisions, and contractual procedures/mechanisms. It is typical for clients to amend this form to insert additional provisions around risk apportionment and payment. It will be necessary for PropCo1 to procure professional legal advice required for the necessary client amendments to this form of contract.

There is also an opportunity as part of the design development process to further review the procurement strategy outlined above in the light of changing market conditions, with any alternative viable procurement route submitted for approval ahead of procurement action commencing.

Payment mechanisms

PropCo1 will appoint the main contractor and make payment under the agreed form of contract via the company held bank account.

Following procurement of the consultant team, PropCo1 will appoint them and be responsible for paying for the design, procurement and delivery of the phase 3 building under the agreed contract to the consultant team and the Main Contractor.

The payment mechanism for the construction works associated with the provision of the new buildings will be set out in the form of contract used, and subsequently in accordance with the payment terms dictated under the Housing Grants Construction and Regeneration Act 2011. It is typical for such payments to be based on interim monthly valuations of progress completed on site and applied for via the Main Contractor's Interim Applications for Payment. These applications will be verified by the Combined Authority's appointed Quantity Surveyor through valuation/inspections on site, validated through the necessary payment notices and paid in accordance with the contract terms as part of the delegated authority from PropCo1.

Further payment amendments may be proposed on advice from PropCo1's legal advisers, to ensure that the contractor signs up to the fair payment charter and that prompt payment is made throughout the whole supply chain.

Accountancy Treatment

As no PFI or similar arrangements are proposed for construction of the phase 3 building, no accounting treatment questions arise for presentation in this Business Case. PropCo1, a local authority controlled joint venture company, will own the asset once constructed and this will be incorporated into the financial statements of the local authorities accordingly.

3.1.3 Risk apportionment

The apportionment of risk for the construction phase will be agreed as part of the procurement strategy prior to the procurement of the main contract and sub-contract packages. The apportionment of risk (yet to be agreed) will allocate risk appropriately to mitigate risk to the client by whom the contractor is appointed (PropCo1). The risk register appended at Annex 6.1 identifies several key infrastructure risks for the delivery of the Phase 3 building, noting the risk likelihood, severity, and time and cost impact, and proposed mitigation strategy.

3.1.4 Implementation timescales

The timeline of events follows the approved project master programme (see project plan in Chapter 5, Management Case), to meet the key project milestones outlined in the successful LUF funding application to achieve spade in the ground in Q1 2023, completion of the building structure by March 2024 noting that the memorandum for agreement between Department for Levelling up Housing and Communities and PCC (currently being drafted) states in clause 4.10 that the Council must spend all grant funding by the end of the funding period, 31 March 2024.

This will be followed by completion of the fit out of the living lab and teaching facilities by September 2024. The programme makes no allowance for delay in determination of the full planning application for phase 3 and assumes the critical path is maintained in line with the project plan outlined in the Management Case.

3.2 Deliverability

The LUF bid application proposed a phase 3 building of 3000m² Gross Internal Area, of new space, of which 1,000m² will be dedicated community and cultural space for the Living Lab and associated community learning space derived from a fixed budget of £27.9m. This includes a construction budget sum of £26M with an allowance for land purchase. Following a RIBA 1 site appraisal and optioneering process, it is apparent that a smaller building will have to be delivered to meet the £27.9m budget, while still supporting an additional 1,700 students. A revised design proposal has been prepared for a phase 3 building based on a 2,900m² Gross Internal Area (rounded up); a multi-use educational facility suitable for a mixed use of working, learning, teaching, collaborating inclusive of 1,000m² GIA Living Lab. The land on which this phase 3 building will be located is notionally defined based on logical physical boundaries (back of footpath) etc. and logical extension of the current infrastructure strategy for phase 1 & 2. The actual red line will be subject to finalisation of RIBA 2 design by the appointed consultant team, relevant approvals from PCC relating to the release of land from other uses and legal due diligence by PropCo1 through the landowners PCC.

The site location taken forward as part of this Business Case has been selected following evaluation of a number of options outlined in the RIBA 1 report, Option 1 to the east of the current phase 1 and 2 developments and Option 2 to the south of the phase 2 development emerged equal in overall scoring.

Both locations are considered to have good cohesiveness with the campus created in phases 1 and 2 creating a strong sense of 'campus' and protects the student and staff experience

during future phases of work. Phase 3, site option 2 to the south of the phase 1 and 2 buildings remains the preferred option for the location of the Living Lab. However, given the planning difficulties associated with the replacement of the Artificial Pitches, Option 1 (Regional Pool Car Park) is considered the most deliverable at this stage in meeting the LUF funding milestones but is subject to relevant approvals from PCC as landowner and car park operator. This decision will be reviewed on appointment of the consultant team for phase 3, prior to commencement of the next stage of the design process (RIBA 2) once further detail is known on the associated planning issues.

The building will include all associated external landscaping and infrastructure, all delivered within the available cost envelope (currently £27.9m). The revised building is an appropriate size for a building of this nature and allows more flexible use of the building as an adaptable asset for the future.

3.2.1 Budget Estimate

An order of cost estimate has been developed for 4 site options within the embankment area. Each site offered specific benefits, but also significant cost constraints that impacts on their suitability for the phase 3 building. A general review of the sites has highlighted the requirement to increase infrastructure capacity for Phase 3, the potential for cost significant and onerous planning conditions on any of the sites and the challenge of keeping a cohesive feel to the longer-term development of the University campus.

Following a review of the options, two remain, of which option 1 is being taken forward as part of this Business case, based on its deliverability within the constraints of the LUF funding. On appointment of the consultant team by the Combined Authority (as development managers) in February 2022, should Option 2 (not included in this Business Case) be considered further, then that option will require the following costs to be accommodated:

- To relocate the existing sports pitch (exclusive of land costs), options under review by PCC.
- Logistics and access to site during construction, along the edge of the regional pool car park through temporary access road.
- Increased infrastructure route beyond Phase 1 and 2 building pending UKPN advice
- Ecology and works within the tree belt.

Other than the above, all other cost assumptions remain the same as option 1 (the option included in this Business Case)

An Order of Cost Estimate of how the budget is derived is shown below to reflect option 1 (further detail of costs associated with other options can be found in Annex 6.2). The construction works costs have been benchmarked against known industry data for similar size and quality educational buildings and are aligned with the median cost parameters.

Budget / Site Analysis		University of Peterborough - Phase 3 Development					
Project Summary					14 December 2021		
Option 1							
Elem Ref					Cost Target £	£/m2	
1-7	Building Works (excl Externals works)				9,008,956	3,156	
8	External Works				1,268,831	444	
					10,277,788	3,600	
	<u>Option Specific Abnormals</u>						
i	Sustainability initiatives allowance (based on 20% of building building works total)			20%	1,800,000	630	
ii	Remove existing and replacement of RP Car Park				675,000	236	
iii	Replacement of MUGA pitch				N/A	N/A	
iv	New site access from Bishop's Road (incl s278 and s106)				175,000	61	
v	Ecology and replacement/removal of tree belt				N/A	N/A	
vi	Existing services diversion etc (as CPW notes)				20,000	7	
vii	Haul road for construction				N/A	N/A	
viii	Increase to infrastructure routes				N/A	N/A	
ix	Earthworks to deal with surface water flood risk				N/A	N/A	
x	Obstructions in ground				N/A	N/A	
xi	Allowance for GAHE / GSHP, incl infrastructure (incl in sustainability allowance)				Included	N/A	
		Works Cost Estimate		£	12,947,788	4,535	
9	Main Contractor's Prelims			8%	1,035,823	363	
10a	Detailed Design			5%	647,389	227	
10b	Main Contractor's OH&P			3%	438,930	154	
10c	Main Contractor's Risk			3%	452,098	158	
10d	Pre-Construction Fees				Inc.	Inc.	
	Construction Total (Exc. Inflation)				£	15,522,028	5,437
11a	Fees & Surveys			11%	1,707,423	598	
11b	Legal Costs (Client to advise)				300,000	105	
12a	Client Project Costs (Client to advise)			5%	776,101	272	
12b	PropCo Staff Costs (Client to advise)				300,000	105	
13a	Design Development Risk			5%	930,278	326	
13b	Client Risk and Contingency			5%	930,278	326	
	Cost Limit (Excluding Construction Inflation)				£	20,466,108	7,169
14	Inflation; to 4Q23 (applied to 0-10 and 12-13)			5.8%	1,187,034	416	
	Cost Limit (Including Construction Inflation)				£	21,653,142	7,584
15	VAT (applied at the prevailing rate - subject to specialist advice)			20%	4,330,000	1,517	
		Estimated Outturn Costs		£	25,983,100	9,101	
					GIFA		
					2,855 m2		

Benchmarking

A benchmarking exercise has been undertaken to review the build cost. Benchmarking data represents an average cost per typical building element, represented as a cost per m² of Gross Internal Floor Area and excludes site specific abnormal elements such as facilitating/demolition works, and external works, to allow a fair comparison. The benchmarking below is representative of schemes delivered 5 to 15 years prior to Brexit and Covid-19 and gives an indication of an average build cost (£Nett/m²) of approximately £3,062/m² (excluding site facilitating and external works) (BCIS²⁶ data).

To further support the above data, the phase 1 and 2 build costs, which were tendered post Brexit and Covid-19, incorporate the Combined Authority and ARU design standards, and known site wide conditions have also been benchmarked. The benchmarked cost of phases 1 and 2 is £3,936/m². This benchmark figure has been used for the phase 3 development to ensure a more robust comparison.

This use of the more current phase 1 and 2 cost benchmark supports the conclusion that the proposed phase 3 building can be delivered in the current market and to the Combined Authority standards and specifications within the estimated budget.

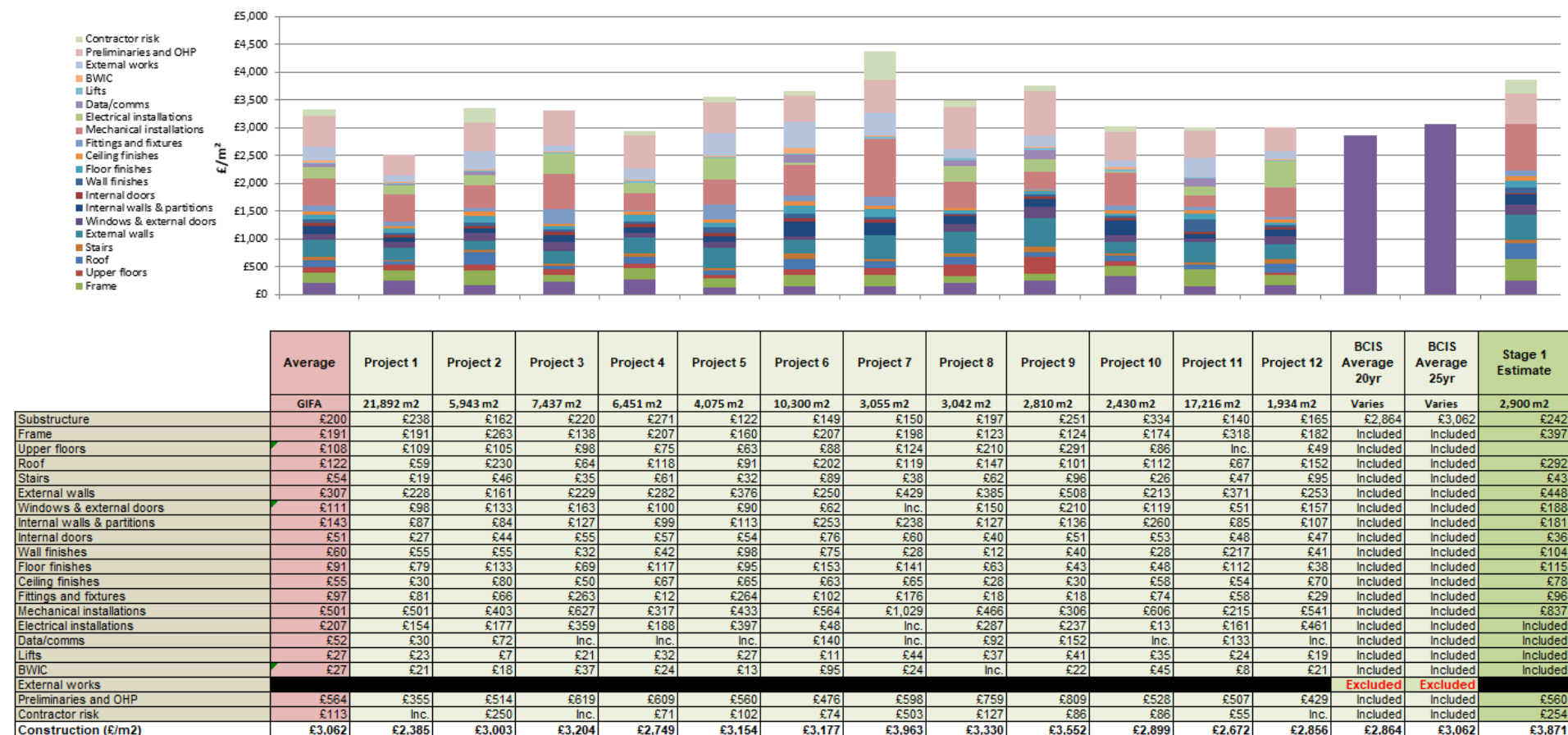
These costs exclude any cost for land acquisition which is addressed separately and does not form part of the capital costs. VAT has been applied at the prevailing rate of 20% and is not recoverable as confirmed by the Combined Authority. The Combined Authority have made allowances for their costs acting on behalf of PropCo1 taking responsibility for design, procurement, and delivery of phase 3 as outlined in the management case. These costs include:

- Combined Authority Staff costs.
- Banking and Audit.
- Financial software, insurances, company secretary fees.
- Legal Costs associated with completion of the shareholders agreement, land transaction not relating to the main contract.

Additional cost allowances have been made for known site-specific conditions.

²⁶ Building Cost Information Service (BCIS)

University of Peterborough
General Teaching New Build (Base date: 4Q21 (351) / Location: Peterborough (99))
Average Build Cost - Excluding external works



Sustainability

A 20% uplift to the build cost, a notional allowance, has been included to enable the implementation of sustainability measures as may be desired. The LUF bid indicated support for the Governments net zero objectives through building design and technologies. At RIBA 1, several sustainability frameworks (BREEAM, Passive Haus etc) were discussed for suitability particularly towards achieving NZCio²⁷. Consideration to materials selection/choice, use of passive building fabric design principles and potential renewable energy solutions to support the sustainability requirements. The design team (to be appointed by the combined authority) will review sustainability options following their appointment in February 2022 to integrate into the design. This is in line with PCCs decision to announce a Climate Emergency in July 2019 and its commitment to make the Council's net zero carbon by 2030 and to influence partners decisions on the same.

In regard to the Combined Authority's duties under the Natural Environment and Rural Communities Act 2006 to "conserve biodiversity" and the Cambridgeshire and Peterborough Vision for Nature, a full Natural Environment Analysis will be undertaken in parallel with the RIBA Stage 2 Design for phase 3. This will include opportunities for conserving biodiversity, restoring or enhancing species or habitats.

ARU has pledged to incorporate sustainability into every aspect of the University's conduct and administration; from its formal and informal curriculum, to student life and activities, through to sustainability research and the impacts of campuses. Through its Sustainability Strategy 2020-26, ARU is incorporating sustainability and environmental awareness across teaching, research and University operations. The strategy gives a clear path towards a more sustainable University, a cross four goals

- Through its Education for Sustainability programme, ARU encourages our students to be the change, equipping them with the skills and values they need to help create a more sustainable future.
- ARU takes a distinctive approach to research – focusing not only on its academic quality, but also on its real-world impact.
- ARU strives, through its operations, to continually improve the environmental performance of its campuses, and the sustainability of its business processes.
- ARU continues to make positive contributions to its communities, both within the University and in the wider area, through partnership and collaboration.

Car parking for phase 3

The current cost allowance is for 12 parking spaces on campus for phase 3. The car parking requirements for phase 3 option 1 located on the regional pool car park is based on staff and student car parking capacity being accommodated in existing car parks in the city centre as a result of change in post Covid utilisation. Along with relocation of 128 spaces from the regional pool carpark that will need to be relocated for option 1 to be constructed as detailed in the section below on displaced services.

In addition, there will be a cost to phase 3 by way of contribution to transport mitigation, which has been considered within the building cost allowance for phase 3.

²⁷ Net Zero **Carbon** in Operation

There remains a residual risk that the parking provision on or off plot and any associated impact on the current road network exceed these assumptions, although there are insufficient details to quantify the scale of the risk there remains opportunity to value engineer the scheme while still meeting the outcomes in the LUF at the start of RIBA 1 on appointment of the consultant team. The timeline must be in place for Q4 2022 at point of contract close (inclusive of land transfer, shareholders agreement) and determination of planning. Early pre applications with the planning and highways teams at PCC will go some way to determining the nature and scale of early interventions or mitigations required to allow decisions to be taken in a timely manner.

Site Access

A cost allowance has been made for the creation of new access from Bishops Road and for some local s278 works associated with that access, which may be a planning requirement. Based on the assumption that all parking will be accommodated in current surplus, further offsite improvements allowances have been made within external works allowances as phase 1. Given the existing use of the Option 1 site is a 200-space car park, traffic movements are unlikely to exceed current baseline levels.

Displaced Services

The selection of option 1 for the phase 3 development necessitates a cost allowance for the provision of 200 car parking spaces relocated to Bishops Road car park, to replace the existing Regional Pool car park with another at grade carpark solution (exclusive of land costs). This must be relocated by January 2023 at the point of contract award, along with necessary changes to legal agreements as part of the documents presented with contract close end Q4 2022.

The above car park spaces exclude the 128 car parking spaces currently included as a planning condition for phase 2, as these are funded as part of the overall phase 2 funding package.

3.2.2 Procurement

The two stage Design and Build procurement strategy proposed can be beneficial for a project of this size and nature. Early Main Contractor involvement following the first stage of the tender process enhances the buildability of the scheme and supports early engagement of the supply chain.

Construction projects of this nature are desirable to a Main Contractor within the current construction market, however inflationary pressures as well as supply chain and labour issues brought about by Brexit and further increases as a result of Covid-19, are having a tangible impact on the short to medium-term pipelines of work for main contractors. Therefore, although a high level of competition is expected, this will inevitably impact tender prices. The project construction timescales are achievable, although tight, and the works are generally viewed as low risk, which should be reflected in the Main Contractor's commercial offer. It is anticipated that the Covid-19 pandemic will have limited on going risk and impact to site operations, however changes to government regulations on how Covid-19 is managed is a minor risk worth noting.

As the cost estimate is broadly based on tendered costs for phases 1 and 2 currently on site, many of the risk factors are already covered within the cost estimate and some inflation uplift has already been applied to accommodate any price changes in the lead up to procurement of the Main Contractor. It is also anticipated that in the period leading up procurement, delays in materials and labour supply would have eased.

Within the surrounding regions there is a wealth of experience from the construction market for delivering similar schemes through this procurement model. The site location is well served by key

transportation links and the site itself is generally unrestricted, which bodes well for acquisition of labour and materials. There is a strong supply of main contractors, and subcontractors who operate in the area and therefore interest in this scheme is expected to be high throughout the supply chain, which will typically result in competitive pricing. We, therefore, expect a high level of interest for the project from a large number of suitable contractors who have a strong portfolio of construction projects in the HE and Local Authority sectors. An initial review of key Contractors with suitable experience of design and build Higher Education projects is identified below:

Contractor	Regional Office Location
Balfour Beatty	Manchester
BAM Construct	Birmingham
Bouygues (U.K.)	Birmingham
Bowmer & Kirkland	Derby
Galliford Try	Leicester
Interserve	Leicester
ISG Plc	Cambridge
John Sisk	St Albans
Kier	Corby
McAleer & Rushe	London
McLaren Construction	Birmingham
Morgan Sindall	Rugby
Multiplex Construction	London
Osborne	London
Vinci Construction	Cambridge
Wates Group	Cambridge
Willmott Dixon	Milton Keynes

3.3 Covid-19 impact assessment

Data from the Cambridgeshire & Peterborough Independent Economic Review (CPIER), updated by new, ongoing econometric work to assess the extent of economic scarring resulting from the Covid-19 crisis, predicts that Peterborough and the Fens, will be one of the hardest hit economies in the UK. This is supported by the recent Centre for Cities study putting Peterborough as the 5th most “at risk” city in the UK from the economic impacts of Covid-19.

This is partly due to education deprivation (Peterborough is in the bottom 10% of all UK cities), resulting in a less resilient and adaptable workforce. It is also partly due to the region’s low-tech industrial base, characterised by increasing levels of administration and logistics employment, a waning high-value manufacturing sector and a reducing proportion of knowledge intense jobs. These factors combine to increase risks of the region also being one of the slowest to recover.

Therefore, a more inclusive recovery and regrowth strategy is needed for region’s economy. To recover the region’s growth ambitions requires action to be taken to increase higher value, more knowledge intense and more productive growth. Changing the spatial distribution of economic growth and supporting an increase in innovation-based business growth across the whole of the Combined Authority economy, was a key recommendation from the CPEIR and formed the basis of the following three priority goals of the Local Industrial Strategy; this will be more important than ever in the recovery following the Covid-19 crisis:

- To improve the long-term capacity for growth in Greater Cambridge to support the expansion of this innovation powerhouse and, crucially, reduce the risk of any stalling in the long-term high growth rates that have been enjoyed for several decades.

- To increase sustainability and broaden the base of local economic growth, by identifying opportunities for high growth companies to accelerate business growth where there is greater absorptive capacity, beyond the current bottlenecks to growth in Greater Cambridge.
- To do this by replicating and extending the infrastructure and networks that have enabled Cambridge to become a global leader in innovative growth, creating an economy-wide business support and innovation eco-system to promote inclusive growth

In common with a number of cities in the UK, the establishment of a university and associated innovation eco-system could produce the knowledge engine to drive the increased worker skills to raise business productivity, innovation, and knowledge intensity, capable of accelerating the economic recovery rate, in these “left-behind” towns.

3.3.1 Immediate Impact on ARUs business model (and that of ARU Peterborough)

ARU is a large university operating at scale across several campuses (including Peterborough) with a shared cost model. ARU has a long history of successful financial management. Its financial model is not heavily geared, consistently returns a surplus and the University has taken difficult decisions quickly when required. ARU’s business model rests on quick decision taking and being a first mover in the market, for example:

- First new medical school for 12 years.
- First to invest heavily into Degree Apprenticeships (now largest UK provider of these and a thought leader in their development).
- Early mover into Policing degrees.

ARU delivers bespoke portfolios and delivery models for customers, for example:

- ARU London offers flexible courses (e.g. 2 days per week) and has grown from 3,800 to around 9,800 students in the last 4 years.
- Offering employer focussed courses
- Degree Apprenticeships that are in tune with the market and able to respond very quickly to opportunities and requests

Following the impact of Covid-19 ARU set up a Covid 19 task force (September 2020 Delivery Project) and made an immediate move to online delivery. Its business model is less exposed to the potential impacts of Covid-19 than other HEIs, for example:

- ARU is not heavily reliant on international students (see numbers in section 1)
- It has dispersed campuses (with limited competition) and Covid-19 is likely to see more students staying in the region to reduce travel, allowing them to study from home.
- ARU has low building overheads (compared to other HEIs) as a result of its employer and employment-based curriculum.
- ARU’s strong base in health and public services is in tune with growing interest.
- ARU has had an increase in turnover over past year (& forecast for this) and overall student population.
- ARU has long experience in distance learning and has already successfully blended delivery with a viable strategy for September 2020 across all campus activity, providing clear reasons to bring students onto campus to further enhance their experience of working in small groups, using specialist facilities and equipment etc. This learning will have matured and embedded into delivery well before the new University opens in Peterborough in 2022.

- ARU has heavily invested in learning technology, for example their learning management system (Canvas) is state of the art and able to support and deliver an outstanding educational experience.

3.3.2 Target market segments

ARU has launched a Mobilisation Strategy and is finalising mobilisation plans (operational activities) across 7 workstreams (monitored on a monthly basis through our ARU Steering Group) covering the following areas of work

- Course development
- Learning resources and Infrastructure
- Workforce development and employee relations
- Legal, Finance and Governance
- Marketing and recruitment including admissions
- Stakeholder engagement
- Student support including SU

ARU has already launched twenty-seven courses as the phase 1 portfolio for the new University in Peterborough. This includes an innovative course design methodology including engagement with key stakeholders (schools, colleges, businesses, community groups). A data led approach to market segments has been implemented.

Key strengths of ARU that help to mitigate the risk posed by Covid-19 include:

- its range of provision, not being reliant on one or two markets;
- extensive employer engagement (150 companies in phase 1);
- flexibility, adaptability and agility in response to changing market conditions;
- ability to invest in short courses
- expertise and capacity in marketing and recruitment activity; and
- existing use of virtual Open Days, Virtual Applicant Days and Virtual Q+

While the original Academic Delivery Provider procurement process did not allow for conversations with industry, this work has now progressed through ARU's stakeholder engagement workstream and the new senior management team to further develop industry partnerships in Peterborough and the wider region. ARU is using both existing contacts and, where relevant, those in the Combined Authority's networks. Opportunity Peterborough and other regional bodies provide another route to engage with local businesses, to create awareness and develop courses that will ensure the current and future talent pool in the region is trained and work-ready. Specific activity has focused on the different market segments identified below.

18–24-year-olds from the local demographic

Population estimates of the numbers of 18–24-year-olds in the region indicate HE is about to enter a period of growth in the market, not least due to the latent demand in the “cold spot” identified in section 1 (approximately 24% of 18–24-year-olds in the region are in full time education, compared to around 33% nationally).

Area	Population (18-24 year olds)
Peterborough	14,184
Cambridgeshire	59,133
East Cambridgeshire	5,497
Fenland	7,082
Huntingdonshire	11,526
Total	97,422

ARU's analysis of HE demand in the region, predicts an increase in the number of 18-year-olds over the next 5 years leading to a 13% increase in students entering HE by 2025 (up to 6,105) with a static participation rate of 44%, and a 20% increase (up to 6,521) if the participation rate grows to the England average of 47%. Demographic analysis suggests also that this new demand is likely to be from groups who are more likely to stay in the region to study and then subsequently to work.

ARU will use its existing footprint to leverage demand (e.g. Guild House and the long established Nursing provision). Its approach is to bring in a Recruitment and Marketing team quickly to create demand, build intelligence and assess local need and infrastructure. They are creating relationships in the schools/colleges and wider community with dedicated outreach resources.

ARU has recruited an experienced Student Recruitment Manager who is based in Guild House with a team of marketing, outreach and recruitment specialists, supported by the wider ARU Marketing and Communications Directorate. They are engaging with the community, adopting a marketing approach of 'think local, act local'.

First generation HE students of all ages

ARU undertook a segmentation exercise to identify key segments followed by communications and marketing activity to build awareness with first generation and 21+ prospective students. They have leveraged their digital capability to widen reach including Virtual Open Days, Virtual Applicant Days and Virtual Q+A's. Their stakeholder comms plan focuses on creating demand (working with community groups).

People who are unemployed, retraining or upskilling (esp. post COVID-19)

ARU's Canvas platform is robust and effective, and they are developing 'tasters'; short programmes that will help build student confidence through bite size chunks of learning and online delivery. Virtual Open Days etc will again have a part to play here. ARU is also working in partnership with other providers e.g. CWA.

Large Corporates and bespoke apprenticeship programmes.

ARU has a strong track record in Degree Apprenticeships, built on a reputation for vocational based HE provision; a brand that will be further carried into Peterborough. Key activities and interventions to target this market segment include:

1. Leveraging ARU's existing Degree Apprenticeships course list:
 - a. While these require post-Covid-19 review, those listed continue to be UK wide standards that prevail in the market and are likely to remain relevant.
 - b. ARU specialises in focusing these on the needs of individual companies and sectors, for example:

- i. The Chartered Manager Degree Apprenticeships adapted by ARU for the charity sector.
 - ii. The Civil Engineering Site Manager Degree Apprenticeships adapted for Kier.
2. ARU's approach to Degree Apprenticeships in Peterborough includes:
 - i. Immediately deploying an existing and experienced member of ARU's Consultancy team to lead the short-term conversation and strategy in Peterborough including desk-based Industry and Business research, contributing to evolving plans via the Curriculum Development and Stakeholder Engagement workstreams and finding quick wins in the market and planning approaches.
 - ii. A sub-group of the course development workstream dedicated to creating the first set of apprenticeships to meet local demand.
3. Leveraging their successful approach to Degree Apprenticeships in Peterborough as exemplars, including:
 - a. ensuring the approach is always market led, collaborating with industry including listening to business needs and then providing co-designed solutions (work with Sanger/Wellcome Trust bringing The Bioinformatics Degree Apprenticeship to market;
 - b. creating long term partnerships from small starts (e.g. BBC and Amazon Web Services in Digital Marketing);
 - c. operating at scale (e.g. as part of a consortium of commercial partners and HEIs to deliver Police Degree Apprenticeships;
 - d. educating organisations on how to use and get the best from their Apprenticeship Levy;
 - e. working with IFA, ESFA, UUK and others to influence policy; ARU sits on and develops Industry Trailblazers for new Apprenticeship standards with the ESFA, (e.g. as founders of the Digital Marketing Trailblazer with the Post Office and as key members of the 'Building' Standards trailblazer) and is active in the Cambridge Ahead Skills Group.

3.3.3 Impact of social distancing

If social distancing represents even a medium-term expedient, most organisations will run out of space and capital before they can correct their buildings to become Covid-secure and still deliver the same capacity. With estimates varying between 75% and 90%, the net reduction in operating capacity anticipated is beyond the resources of almost all organisations. Nor is it easy simply to accept that the experience in, say, a 30 seat room with 8 people will be the same, or that to put 8 in one room and stream the class to other settings will be considered fair or equitable. Social distancing, therefore, fractures normal practices to levels at which they become a major resource challenge.

As outlined above, ARU is mitigating risks such as these and is already delivering a range of activity in response to Covid-19 impacts including:

- Covid-19 campus planning;
- an agile working and transformation group;
- auditing buildings to ensure that can safely accommodate staff and students;
- communicating regularly with students;

- tested contingency plans, including RAG rating all courses for suitability to deliver in different modes;
- timetabling students in a blended mode on campus (splitting the day into blocks)

This best practice will be adopted with ARU Peterborough. In addition, the Phase 1 building will not be at capacity until 2025, ensuring space will be available should social distancing be needed into the medium term. Other contingencies include options to use other buildings in Peterborough and/or region e.g. Guild House.

3.3.4 Covid-19 sensitivity test on current operating model

ARU has committed to managing the ARU Peterborough operating model to ensure it does not fail, managing risks in a variety of ways, outlined above and also to include

- Only recruiting staff as needed, including limiting senior staff costs.
- Flexible deployment of resources and management of costs within the operating model (see risk analysis in chapter 4 above).
- Using market intelligence to decide which courses to continue to develop; those that are not likely to be viable will not be taken forward. Equally, where interest from stakeholders has suggested new courses, ARU are receptive to moving quickly to create and meet demand
- Careful planning of future building on the Peterborough campus (both timing and configuration) in the light of actual growth in student numbers.
- Sharing costs across ARU will create economies of scale from which ARU Peterborough will benefit.
- Prudent use of the contingency in the model.
- Monitoring and contingency planning around the journey to independence with clear milestones to check progress, monitor risk and provide accountability.

The Heads of Terms include flexibility (recognising the uncertain times), for example, if student numbers drop and income reduces, ARU will reduce the cost base accordingly. By operating a shared service model and only employing new staff when demand dictates, ARU is confident in its ability to manage a financially viable product.

Recessional impacts

Recessional impacts may also drive students to study degrees that are sector specific via Degree Apprenticeships and higher-level degrees in companies that lead to jobs as an outcome. ARU intend this to be a key feature of the ARU Peterborough offer.

Previously, when recession hits the employed population ARU have seen that their student mix changes. In the period leading up to and during recession they see fewer employed students join part time courses with more switching to full time study. As industry starts to come out of recession and the employment market picks up, part time numbers start to increase and those students studying vocational degrees become much sought-after individuals from employers.

ARU's market know-how and extensive experience of delivering courses in different modes of study and being able to react to market forces will position them well to utilise this flexibility to deliver ARU Peterborough successfully. As the second largest of any public university provider in the UK in delivering Degree Apprenticeships, ARU has a track record of listening, working in partnership and responding positively to employers to shape the curriculum content.

ARU's portfolio of courses for phase 1 is vocational, employment specific and driven to meet market needs. By offering courses at different levels (level 3 through to level 7) through a variety of study modes (full time, part time, blended) they will have flexibility to cater for different student needs. For example, in their School of Engineering and the Built Environment ARU runs a combination of full time, placement, part time day release and block release courses leading to foundation degree, honours degree and degree apprenticeship qualifications. Students are able early in their course to move between the different modes of study as the marketplace dictates. At ARU London, they offer degree courses over two days per week to meet the needs of the student demographic (over 90% mature students), combined with the needs of industry and employers. Students are developing their qualifications and capability while often retaining part time work commitments alongside their full-time studies. This personalised approach to study will be a key feature at ARU Peterborough.

In September 2020, ARU returned to campus delivering face-to-face tuition, supported by online technologies. This experience of responding and succeeding in adversity will play a key part as they continue to develop the ARU Peterborough curricula. Greater use of online technologies and a shift towards a blended delivery approach will suit particular market segments such as those students balancing family and work commitments. The blended delivery mode is one that ARU uses successfully with Degree Apprenticeships, bringing students together on campus to create a community of learning whilst delivering content that students benefit from through face to face delivery. Learning and professional competence go hand in hand through the delivery process for PSRB accredited courses including Degree Apprenticeships, where theory and practice are inter-related. Offering career relevant courses whether they be in health, business, agri-tech or the creative and digital sectors will be a key selling point as these course lead to future employment.

The vocational, practice-based nature of ARU's proposed curriculum is designed to be attractive to adult learners seeking to upskill, re-train or join HE. ARU Peterborough is intended to be a new 'skills engine' for Peterborough and its region, undertaking activity directly with businesses through Degree Apprenticeships and work-based learning, and through community-based activities and work with local FE providers by providing access courses as a steppingstone to HE.

The 2016 Digital Skills Report showed that the shortage of digital skills represents a key bottleneck for industry and is linked to one in five of all vacancies. There is a mismatch in the types of skill offered by the labour market and those demanded. Over the set-up phase of the project, ARU is working with FE providers to ensure the courses being delivered support the skills needed in the 'new normal', that they are delivered in bite size chunks of learning using digital technologies wherever possible and that they provide a grounding to further study and employment.

The 50+ institutions in the region offering post-16 education provide a 'HE ready' group of students able to engage with ARU Peterborough's industry focussed HE portfolio. ARU Peterborough's offer is designed to tackle local skills gaps in digital technologies and more specifically advanced and specialist IT skills. There are skill shortage vacancies in Professional, Associate Professional and Technical occupations. Therefore, equipping the next generation of students with relevant technical and practical skills as well as developing their managerial and leadership skills (including people and personal skills) at a time of reduced employment, will be an investment for the future recovery of the economy. Covid-19 has increased interest in health-based courses and this will benefit the ARU Peterborough offer.

Local provision

Importantly, a key potential impact of Covid-19 is that it might make young people who live locally, more likely to study nearer to home; ARU Peterborough is designed to fill the gap identified through the “cold spot” and will, therefore, enable more students in the region to study from home should they wish to do so. ARU has a diverse mix of students and have experience of delivering an educational experience that supports the needs of local students. ARU will adopt a ‘think local, act local’ marketing approach and will build their track record of working with underrepresented groups identified by the Office for Students (OfS); the majority of ARU students fall at least into one group of disadvantage.

Partnerships

The development of the ARU Peterborough curriculum has been undertaken in conjunction with key stakeholders, using expertise within ARU to drive curriculum development forward and using many of the methodologies ARU already uses to engage employers. The course design phase has ensured employer input is firmly embedded throughout the design and approval process. ARU’s active curriculum model, ‘live’ briefs and course design intensive process are designed to ensure the courses are meeting the needs of both students and employers with a focus on developing the skills needed to seek and be successful in employment.

ARU has been developing new local, regional and national industrial partnerships targeting companies or organisations within the areas of its current and future ARU Peterborough curriculum. They have prioritised engagement of local companies including PhotoCentric, Caterpillar, Bauer and Engines. These partnerships match ARU’s key strengths to make ARU Peterborough sustainable in the medium and long term, comprising

- Short term partnerships with local/regional companies that have the potential to bring immediate results. These partnerships have already resulted in employer engagement in curriculum design and enhancement, student placements, internships and local graduate employment opportunities.
- Medium-term tactical partnerships in response to needs across the education portfolio.
- Long-term strategic partnerships with 1-2 companies in each curriculum area who are keen to engage with the new University across teaching, placements, employability, and further business opportunities including corporate education, research and knowledge transfer.

4 Financial Case

4.1 Financial model and appraisal

4.1.1 Project budgets and funding

The capital budget for phase 3 as identified on the Levelling Up Funding (LUF) bid informed the Site Appraisal exercise completed by the Combined Authority's design team

Further to the Site Appraisal, Option 1 is considered most suited to the requirements of the LUF funding and is therefore the basis of the RIBA Stage 1 design and cost estimate as summarised below.

		Option 1	
Elem Ref		Cost Target £	£/m2
1-7	Building Works (excl Externals works)	9,008,956	3,156
8	External Works	1,268,831	444
		10,277,788	3,600
Option Specific Abnormals			
i	Sustainability initiatives allowance (based on 20% of building building works total)	20%	1,800,000 630
ii	Remove existing and replacement of RP Car Park		675,000 236
iii	New site access from Bishop's Road (incl s278 and s106)		175,000 61
iv	Existing services diversion etc (as CPW notes)		20,000 7
v	Allowance for GAHE / GSHP, incl infrastructure (incl in sustainability allowance)		Included N/A
	Works Cost Estimate	£ 12,947,788	4,535
9	Main Contractor's Prelims	8%	1,035,823 363
10a	Detailed Design	5%	647,389 227
10b	Main Contractor's OH&P	3%	438,930 154
10c	Main Contractor's Risk	3%	452,098 158
10d	Pre-Construction Fees		Inc. Inc.
	Construction Total (Exc. Inflation)	£ 15,522,028	5,437
11a	Fees & Surveys	11%	1,707,423 598
11b	Legal Costs (Client to advise)		300,000 105
12a	Client Project Costs (Client to advise)	5%	776,101 272
12b	PropCo Staff Costs (Client to advise)		300,000 105
13a	Design Development Risk	5%	930,278 326
13b	Client Risk and Contingency	5%	930,278 326
	Cost Limit (Excluding Construction Inflation)	£ 20,466,108	7,169
14	Inflation; to 4Q23 (applied to 0-10 and 12-13)	5.8%	1,187,034 416
	Cost Limit (Including Construction Inflation)	£ 21,653,142	7,584
15	VAT (applied at the prevailing rate - subject to specialist advice)	20%	4,330,000 1,517
	Estimated Outturn Costs	£ 25,983,100	9,101
GIFA			
2,855 m2			

The budget estimate incorporates the limited design and survey information available following the completion of RIBA 1 by the Combined Authority's design team. It is inclusive of allowances made for client direct costs and represents the maximum capital budget currently available for the design and construction of the physical infrastructure, agreed at £26m (excluding land acquisition costs from the total funding package of £27.8m) comprising the following:

- Site Abnormals – essential enabling works required to make the site available for the required use.

- Facilitating Works – all site clearance, remediation, services diversions required to facilitate the main construction works.
- Building works – all substructure, superstructure, internal works, finishes, fittings furniture and equipment, building services, external works, and the associated management and supervision by the Main Contractor.
- Sustainability – costs associated with achieving a highly sustainable, energy and carbon efficient building.
- Fees & Surveys – all design fees applicable by the professional consultants forming the design team, including building control, plus all associated professional reports and surveys and budgets advised by the Combined Authority for the Combined Authority costs and legal fees
- Client Project Costs – the associated client direct costs consisting of loose furniture, wayfinding signage, café fit out, specific ICT enhancements.
- Design Development – contingency funds applied to the facilitating works, building works and client direct costs to cover increased costs resulting from progression and maturity of the design and associated project risk.
- Client Contingency – contingency funds applied to the facilitating works, building works and client direct costs to cover increased costs resulting from changes to clients/employers requirements at various stages of the design and construction of the development.
- Inflation – accounting for increases in building costs to the mid-point of construction
- VAT applied at the standard rate as applicable.

The Phase 3 capital build is to be funded through multiple streams comprising a combination of capital investment and other contributions. The table below, sets out the proposed sources of funding for the capital investment required by the project:

Funding Source	Amount (£)
LUF Investment Funding (PCC contribution as the lead authority for the LUF)	20,000,000
Combined Authority (approved recycled local growth funds)	2,000,000
ARU Capital Investment	4,000,000
PCC– contribution of land value ²⁸	1,870,000
Total Funding (Phase 3 only)	27,870,000

The underlying basis of the funding model is that the £20m investment funding is secured by PCC from the Levelling Up Fund (LUF) for capital investment into PropCo1, in return for shares. This, as well as the contributions from ARU and CPCA, is required to start spend and project delivery before end of March 2022 and deliver the building structure by March 2024, noting that the memorandum for agreement between Department for Levelling up Housing and Communities and the local authority (currently being drafted) states in clause 4.10 that the Council must spend all grant funding by the end of the funding period, 31 March 2024. All parties must be able to demonstrate sufficient funds to meet the payments for shares in to PropCo1, relative to the cash demands on the Company required to pay its creditors associated with the construction of the Phase 3 building. However, to enable this, PCC will need to negotiate terms with the Department of Levelling-Up Housing & Communities (DLUHC), to cash flow PCCs payments for shares, in to PropCo1, from the LUF funding.

²⁸ The final Value may be different pending an independent valuation

Currently the terms of the LUF funding are payments 6 months in arrears of actual expenditure on the project by PCC. This cashflow and capability to make payments for shares will need to be resolved prior to conclusion of the amendments to the Shareholders Agreement.

In addition, the Combined Authority's Business Board has allocated £2m of Local Growth Fund (LGF) towards investment in the phase 3 development. Further to this, PropCo1 has allowed £723,600 of its current reserves for the phase 1 build project to be used for preliminary works on the phase 3 project, relating to a RIBA stage 1 design, planning applications and the authoring of this Business Case. These monies are to be repaid to the phase 1 budget within PropCo1, upon receipt of the phase 3 shares subscriptions. The impact of this on project cash flow is identified in section 4.1.2 below.

Anglia Ruskin University (ARU – the Academic Delivery partner) will provide a £4m capital investment to the phase 3 development. This contribution is to be treated in the same way as the original investment in PropCo1. As such, start-up costs and the ongoing operational cashflows for ARU Peterborough taking into account the costs of growing to take into account Phase 3 will be the responsibility of ARU and, as was the case on phase 1, the Combined Authority and PCC will have no responsibility or obligation to underwrite such cashflows in operating ARU Peterborough/the university.

In addition to the LUF funding of £20 million, Peterborough City Council (PCC) will also provide the land for the project, which has yet to be valued; the assumed contribution of land value will be £1.87m as defined in the LUF (a definitive land valuation will be undertaken by PropCo1 on final selection of the preferred plot at the end of RIBA 1 in March 2022).

Following the allocation of the new shares the Company's share designation will be as shown in the table 1 below, after all parties have made their further investment for shares, in relation to the Phase 3 building.

Shareholding in The Peterborough Higher Education Property Company					
		PCC	CPCA	ARU	total
Phase 1	First teaching building	1.87	24.8	5.50	32.17
		5.8%	77.1%	17.1%	100.0%
Phase 3	Second Teaching building	21.87*	2	4	27.87
		78.5%	7.2%	14.3%	100.0%
	Total Shareholding in Propco1	23.74	26.8	9.5	60.04
		39.6%	44.6%	15.8%	100.0%

*land value of £1.87m may change subject to independent valuation

As set out in this Business Case, the funding strategy to finance the Phase 3 Second Teaching Building, and in line with similar capital investments of Combined Authority devolved and delegated funding, into the Phase 1, the First Teaching Building, the Combined Authority will invest its £2m funding as an investment for shares into the Peterborough HE Property Company Ltd (PropCo1), a special purpose vehicle designed to fund the construction, own and lease the buildings to ARU Peterborough for the operation of the higher education institution. As a result, the current Shareholder Agreement for the Company, will be amended to reflect the additional investment for shares. Notwithstanding the dilution of the Combined Authority's majority shareholding, it will retain its drag along rights so that in the event it chooses to exercise its rights to sell its shares in

PropCo1 (exercisable 10 years after the completion of the Phase 1 building) then it is able to drag PCC and ARU along with it in order to sell the entire shareholding in the company, subject to ARU having right of first refusal. Due to the increase in PCC's shareholding, it will also be granted such drag along rights.

Following approval of this Business Case, should the members of PropCo1 require funding to be approved based on the required cashflow such that PropCo1 can continue to develop design, procurement, planning and secure legal advice up to contract award, the cashflow and apportionment of costs will, based on cash subscriptions outlined below, be ARU 15.4%, CPCA 7.7% and PCC 76.9%. This equates to the following cashflow and costs for each party:

Cashflow For Peterborough University Phase 3 to December 2022																			
Budget Element Reference	Item	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Total	Check
		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
11a	Fees and Surveys (RIBA 1)	22,857	22,857	22,857	22,857	22,857	22,857	22,857										160,000	160,000
11a	Fees and Surveys (RIBA 2-3)						96,364	96,364	96,364	96,364	96,364	76,364	76,364	76,364	76,364	76,364	76,364	940,000	940,000
11a	Planning Fee											20,000						20,000	20,000
11b	Legal Costs						27,273	27,273	27,273	27,273	27,273	27,273	27,273	27,273	27,273	27,273	27,273	300,000	300,000
12a	Client Project costs (OBA AND FBC)	69,231	69,231	69,231	69,231	69,231	69,231	69,231	69,231			29,150						583,000	583,000
12b	PropCo staff costs						8,571	8,571	8,571	8,571	8,571	8,571	8,571	8,571	8,571	8,571	8,571	94,286	94,286
8i	Sustainability initiatives						9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	100,000	100,000
9	Main Contractor's First stage costs									10,000	10,000	15,000	15,000	20,000	30,000	30,000	30,000	160,000	160,000
	SUB-TOTALS	£92,088	£92,088	£92,088	£92,088	£92,088	£233,387	£233,387	£210,530	£151,299	£151,299	£185,449	£136,299	£141,299	£151,299	£151,299	£151,299	£2,357,286	£2,357,286
	VAT on above	18,418	18,418	18,418	18,418	18,418	46,677	46,677	42,106	30,260	30,260	37,090	27,260	28,260	30,260	30,260	30,260	471,457	471,457
	TOTAL COST FOR MONTH	£110,506	£110,506	£110,506	£110,506	£110,506	£280,065	£280,065	£252,636	£181,558	£181,558	£222,538	£163,558	£169,558	£181,558	£181,558	£181,558	£2,828,743	£2,828,743
	Contribution Split of Cashflow																		
	ARU (15.4%)	17,018	17,018	17,018	17,018	17,018	43,130	43,130	38,906	27,960	27,960	34,271	25,188	26,112	27,960	27,960	27,960	435,626	435,626
	CPCA (7.7%)	8,509	8,509	8,509	8,509	8,509	21,565	21,565	19,453	13,980	13,980	17,135	12,594	13,056	13,980	13,980	13,980	217,813	217,813
	PCC (76.9%)	84,979	84,979	84,979	84,979	84,979	215,370	215,370	194,277	139,618	139,618	171,132	125,776	130,390	139,618	139,618	139,618	2,175,303	2,175,303

4.1.2 Financial model and appraisal(s)

PropCo1

For the phase 3 project it is essential that funding is available to proceed with the procurement of the design team to commence work and spend in March 2022 and complete work and spend of the LUF by March 2024, with full completion using Combined Authority and ARU monies by September 2024. A cashflow forecast has been prepared to identify the impact on PropCo1's finances and to forecast the anticipated funding requirements.

PropCo1 will need to ensure sufficient funds are available to deliver the phase 3 programme and enable payments in line and with fee draw down schedules when defined. The most significant financial milestone is Q4 2022, when PropCo1 will be entering into a binding contract with the Main Contractor for the construction of the phase 3 building.

In addition to the above, it may become necessary to award orders for long lead infrastructure works during the design stage Q4 2022, to secure network capacity and delivery to support use of the building in September 2024.

Noting the cashflow issue relating to the LUF payments from DLUHC to PCC as mentioned above, PropCo1 must have surety of funding, and all necessary steps taken to ensure each party subscribes

for the additional shares in PropCo1 by mid-February 2022 and has the necessary funds to make all payments falling due.

This will ensure that PropCo1 has the required funds to cover the construction costs, providing certainty of payment for the Main Contractor and their supply chain, and ensuring that cash funds are readily available for PropCo1 to make payments as required. The key funding milestones are shown in the table below. The funding sources, as identified above, are all secured.

Period	Financial Milestone	Cost	Cumulative
Oct '21 – Feb '22	RIBA stage 1 design, planning applications and Business Case.	£832,595	£832,595
Feb '22 - Dec '22	Finalisation of design	£1,996,148	£2,828,743
Jan '23 - Onwards	Commitment to Contract Sum	£23,154,357	£25,983,100

ARU-P Operating Model

A key project objective is to create a sustainable operating model for ARU Peterborough/the new university such that, after initial start-up costs, it will operate on a self-sufficient basis. The fundamental principles of a sustainable operating model include:

- Effective control of costs in relation to tuition fee income (this is at the core of the operating model).
- Recognition that estates/asset maintenance must be prioritised to avoid backlog maintenance liabilities that add to corporate risk profiles and undermine the core of the operating model.
- Ensuring all operational costs are covered by generated incomes, and any surpluses generated support reinvestment in new facilities to support further growth.

The phase 3 operating model for ARU Peterborough has been populated using the same assumptions applied for the phase 1 model with modifications only where required; the assumptions amended for phase 3 are as follows;

- The phase 1 model assumed teaching facilities would be in all three buildings – this has now been amended to phase 1 and phase 3 only.
- The timing of phase 3 has been bought forward to Sept 2024.
- The size of buildings has been amended to reflect the available budget and student numbers to deliver the outcomes required in the LUF.
- The rate of growth of ARU Peterborough student recruitment numbers for Phase 3 remains at the original assumption used for Phase 1 of 6% per annum with an additional 6% at the opening of each new phase of building. From 2027-28 the annual growth has been reduced to 2% to reflect the building nearing capacity. Future growth would require further teaching buildings.

Income:

- Tuition fee income is forecast based on a range of full time and part time courses proposed by ARU, including undergraduate and postgraduate courses both on-campus and off-campus.

- The average tuition fee is based on £9,000 per student FTE (after allowing for both premium fee levels and bursaries/hardship grants and other fee discounting practices).

Staffing:

- Academic SSR ratio of 26:1.
- Academic to Professional staff 3:1 for Faculty Professional staff numbers.
- Included numbers for the development phase (19 professional staff, 5 academic staff and 1 Project Manager).
- Included the Principal and other senior management posts.
- Assumed PAs in Professional 3:1 count.
- Assumed the majority of senior staff are part of Academic 26:1 count.
- Assumed Business Engagement & Innovation Manager within Professional staff 3:1 count.
- Professional services staff costs equivalent to ARU's current ratios to cover a shared service function to include services such as HR, Finance, Academic Registry, Library, IT OPEX, Student Services, VCO, Secretary's office, Marketing & Admissions.

Non Pay costs:

- This covers costs such as advertising, printing, stationary, s/w, books, consumables, scholarships, bursaries, staff non pay costs (travel, staff development, employee related costs), contract & professional fees.
- Costs calculated at 35% of faculty staff costs.
- OfS will require student support arrangements which will include scholarships or bursaries within the Access and Participation Plan.

Estates OPEX costs at £200 per m²:

- This is expected to cover the running costs for estates of the buildings based on the size of the buildings provided in the documentation growing in three phases.
- Running costs include items such as cleaning, utilities, rates, insurance.

Asset & Estate Maintenance:

- Assumed this is the LTM costs for Estates and IT.
- Proxy used based on current ARU values of LTM as a percentage of income.
- Rent/Lease costs have been assumed at £140 per m². (£13 per Sq.ft).
- There is an expected ten year 'rent-free' period.

Other Costs at 29% of income:

- Assumed to be equivalent to ARU's indirect costs to cover the costs of professional services such as HR, Finance, Academic Registry, Library, IT OPEX, Student Services, VCO, Secretary's office, Marketing, Admissions (Pay costs are included in the Staff cost section and non-pay costs in this section).

IT Start-up costs;

- Software and infrastructure costs included in the start-up phase are per the IT costings provided as Year 0 costs.

Loan for start-up cash flow

- £5.4m loan at estimated 2.5% interest for five years.

Inflation

- Both pay and non-pay inflation of 2% has been assumed

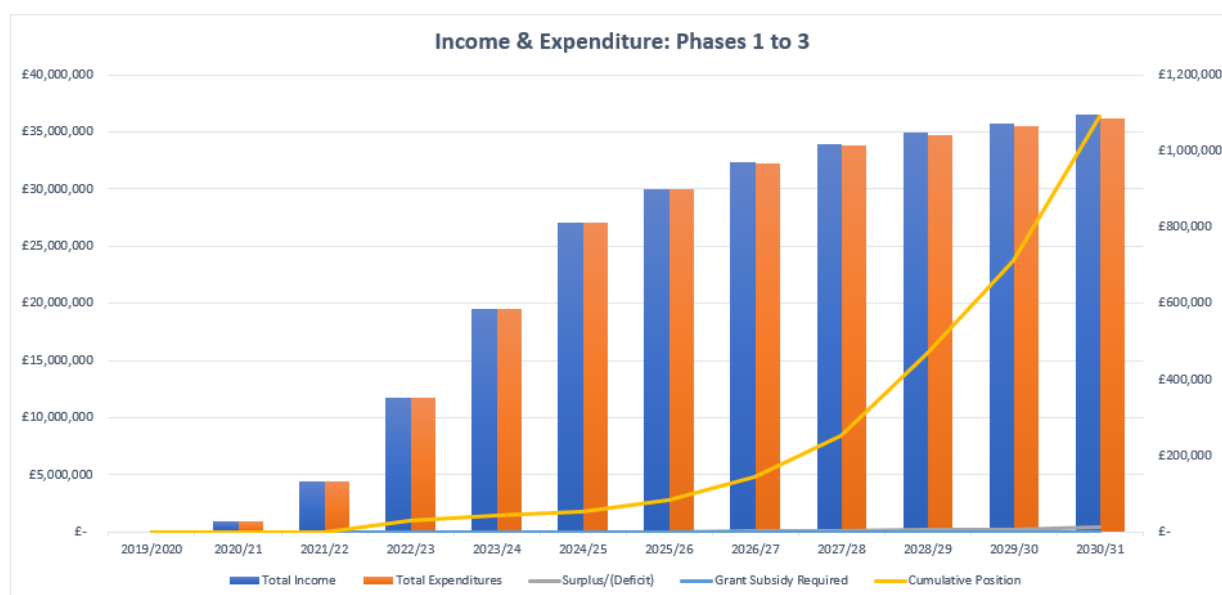
The financial model attached at Annex 6.3 forecasts revenues and expenditure for the period to 2030/31 and is in line with the longer-term ambitions of the Combined Authority. This Business Case is for phase 3 building only and as such are based on meeting student numbers of an additional 1700 students by 2027/8.

The costs associated with facilities management have been provided by ARU and are based upon a rate of £200/m² benchmarked against ARU's internal data. These costs remain as phase 1, which were reviewed against internal cost data provided by the Combined Authority's professional advisors (Mace FM) and benchmarked against reputable and well-established independent industry data, with the conclusion that these costs represent fair and reasonable allowance. The costs associated with facilities management include all aspects of hard and soft facilities management, incorporating insurances; routine maintenance; security; cleaning and waste management; energy usage; telephone communications; and general real estate management; any change to the original assumptions made for phase 1 as a result of sustainability will be managed by ARU within the current operating costs.

Mace FM advised in phase 1 that as a rule of thumb a cost of 1% of capital expenditure per has historically been applied to public sector projects under a design, develop, construct and operate contract to determine affordability prior to agreement of contracts. This relates to major replacements only and is in addition to the routine maintenance costs incurred in preserving the assets to ensure they reach their optimum life expectancy (covered by the facilities management costs). In this financial appraisal long term maintenance has been based on 1% on this basis as assumed in phase 1.

The financial operating model presented includes the operational costs and incomes of the phase 1 and 3 buildings only. The capital costs of the project and associated enabling works are to be funded from other sources as set out above.

The financial outputs from the operating model are summarised in the chart below, with further details of project cash flow are provided in the tables.



	Start Up Phase			Phase 1		Phase 3
Academic Year	2019/2020	2020/21	2021/22	2022/23	2023/24	2024/25
Total Income	£ -	£ 927,600	£ 4,472,400	£ 11,780,500	£ 19,499,425	£ 27,071,500
Total Expenditures	£ -	£ 927,600	£ 4,472,400	£ 11,752,200	£ 19,485,700	£ 27,059,900
Surplus/(Deficit)	£ -	£ -	£ -	£ 28,300	£ 13,725	£ 11,600
Cumulative Position	£ -	£ -	£ -	£ 28,300	£ 42,025	£ 53,625
Grant Subsidy Required	£ -	£ -	£ -	£ -	£ -	£ -

	Phase 3					
Academic Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Total Income	£ 30,028,925	£ 32,339,150	£ 33,881,625	£ 34,973,250	£ 35,783,375	£ 36,569,275
Total Expenditures	£ 29,998,000	£ 32,280,550	£ 33,770,550	£ 34,757,900	£ 35,540,100	£ 36,192,750
Surplus/(Deficit)	£ 30,925	£ 58,600	£ 111,075	£ 215,350	£ 243,275	£ 376,525
Cumulative Position	£ 84,550	£ 143,150	£ 254,225	£ 469,575	£ 712,850	£ 1,089,375
Grant Subsidy Required	£ -	£ -	£ -	£ -	£ -	£ -

The start-up phase identifies the requirement for £5.4m working capital prior to opening to students in phase 1 (2022/23). This will be funded by a short-term loan secured by ARU, to be repaid over a 5-year period.

The operating model shows sufficient revenues are generated throughout to cover operational costs, on a broadly breakeven basis from 2022/23 and revenues generated appropriately thereafter to fund the ongoing operational expenditures, with a marginal profit delivered year on year which reaches no greater than 1%.

The operating expenditures run very close to the revenues generated and there is a linear relationship between revenue and expenditure, which indicates that economies of scale and operational efficiencies are not anticipated.

Continued growth in revenue is predicted but is dependent on subsequent project phases to maintain growth in student numbers and income generated via tuition fees. The reported revenues are based on student numbers identified by ARU across a range of course types including full time, part time and distance learning-based tuition.

The cumulative position is illustrated by the yellow line within the chart, demonstrating that only a marginal surplus is generated in the model. The start-up phase does not generate any surplus, and the revenues identified are only sufficient to cover expenditures. A surplus of approximately £42,000 is generated over the 2 years phase 1 alone is in operation, culminating in a total of £1,089,375 by 2030/2031, which would be insufficient to fund any future infrastructure expansion plans, which in turn will require capital investment from alternative sources.

The collaboration agreement between the Combined Authority, PCC and ARU requires all parties to work together to deliver the project in accordance with the terms of the agreement. The parties have agreed to work in partnership and co-operate with each other to achieve the project steps and milestones within the timescale envisaged in the master schedule. There will be an annual review of the master schedule steps and milestones and the contract managers for each party will meet on a fortnightly basis (or frequency to be agreed) to discuss project progress and any disagreements which may arise. The Parties remain on track to meet milestones outlined in the master schedule which in summary are:

1. 2020 ARU Peterborough is incorporated – COMPLETE.
2. 2022 ARU Peterborough starts provision of education to students at the start of the academic year 2022.
3. 2025 ARU Peterborough is registered with OfS by the start of the Academic year 2025/26.

4. 2028 ARU Peterborough is granted unlimited TDAPs by the start of the academic year 2028/29.

4.1.3 Risk analysis

Whilst the shadow financial model set out in the OBC targeted a surplus to be generated each academic year, the financial model provided by ARU shows only a marginal surplus in each year and does not generate significant financial returns. This is a direct result of reduced targeted student numbers and increase staff costs within the ARU Peterborough operating model.

The differences from the OBC financial model and the associated risks are analysed in summary below:

- The shadow financial model included higher turnover figures as a result of higher **student numbers**, whereas the ARU model is based on lower student numbers, and as student numbers grow as a result of future growth, increased revenues are offset by increased operational costs. The absence of **economies of scale** as student numbers increase leaves scope in the model for greater efficiencies in operational expenditure. The current model, therefore, represents a worst-case scenario in this respect.
- The ARU-Peterborough model sets **staff costs** at a much higher rate than the shadow financial model, starting at 56% of income, and rising to 64% of income (the shadow financial model limited staff costs at 52% of income). This also leaves scope for future cost reductions that could further improve the outcome of the financial operating model. Conversely, the financial model is very sensitive to **cost inflation** (e.g. University staff pay increases), which may reduce the scope for economies of scale and operating efficiencies to yield financial savings.
- Costs for asset maintenance are shown as 1% of income. The shadow financial model set asset maintenance at 5% of IRV, which is more typical for Higher Education. There is a risk that 1% of revenue will result in **underfunding of building maintenance**, with resultant deterioration of the asset. Should maintenance costs be increased to 5% of IRV this would have a detrimental impact on the operational model and further funding may be required if the **contingency provision** is insufficient (see below). ARU and the Combined Authority are continuing to negotiate the details of the main transactional agreements, including flexibility in building design to meet requirements of the University and the portfolio of courses intended to be offered. As the design progresses is finalised there may be opportunity to **review the costs associated with long term maintenance** that could result in an improvement on the current forecast figures.
- The financial model does not include any **rent payments** (i.e., it assumes a 10-year rent-free period). At the end of the 10-year rent free period PropCo1 will agree, as part of the rent review defined in the agreement to lease, any rent to be paid; PropCo1 will determine how this income will be used. Rent payments beyond the rent-free period will adversely affect the model in that period and, given the marginal operating surplus in the first 10 years this could result in a deficit once rent payments fall due.
- The operating model indicates the £5.4m start-up costs being funded by a short term (5 year) loan, based upon a 2.5% interest rate. There remains a low risk to the project that this **interest rate** may not be achievable, resulting in a higher loan repayment. Conversely, there

may be opportunity under the current economic conditions for betterment in the 2.5% interest rate assumed.

- The financial model includes an ongoing **contingency** provision throughout the ten year period, averaging approximately £1m per annum. Given the other risks inherent in the financial model, this contingency provision will be a critical tool for management of financial risk in the operation of the new University, including the risks described above. If the contingency is not required, it represents a potential opportunity to provide betterment to the financial model.

A key risk under in current climate (most notably the **impacts of Covid-19**) that the level of student fees assumed may not be achievable. A reduction in revenues would negatively impact the operating model, should staff numbers and staff expenditure remain unchanged, and could lead to an annual deficit.

Conversely, as described in detail in section 3.3, the impact of Covid-19 could lead to higher numbers of students studying from home, which fits well with the business model for the new University and could, therefore, deliver student numbers in excess of those included in ARU's forecasts.

Furthermore, ARU's analysis of HE demand in the region, predicts an increase in the number of 18-year-olds over the next 5 years leading to a 13% increase in students entering HE by 2025 with a static participation rate of 44%, and a 20% increase if the participation rate grows to the England average of 47%.

Sensitivity testing of the operating model shows that a 1% net loss of revenue will translate into a cumulative deficit of approximately £300,000 within 3 years (i.e. by the end of Phase 1). If revenues fall by 3%, that deficit exceeds £1m and at 5% approaches £1.9m. Therefore, the sensitivity of the model to fluctuations in revenues is very high. Flexibility in the operating cost base has been identified by ARU as a scalable factor and a contingency budget is included in the model, however there are likely to be other calls on such contingencies and with such low initial margins, operating costs may be set too high to create a sustainable model. Further attention will be given to these variables during detailed negotiations with a view to achieving a target surplus in a range acceptable to both partners and which will help to mitigate these risks.

As a matter of principle for on-going operations once the main transactional agreements have been finalised, the new University pedagogy will need to be managed by ARU to ensure that the predicted revenue generated from tuition fees is realised and the costs are managed to match the student numbers and hence reasonable and sustainable surpluses achieved. A more detailed assessment of the potential impacts of Covid-19 on ARU's business model is provided in section 3.3.

Furthermore, the phase 1 agreements in place include terms to terminate ARU's involvement with ARU Peterborough (in the event of a failure to achieve the milestones and naturally as it becomes a university in its own right), provided always that ARU Peterborough will remain entitled to occupy the facilities on a rent-free basis during the period required to teach out students enrolled on ARU courses in Peterborough. As outlined in section 1.4 above, the documentation also includes further remedies for any failures by ARU to achieve the plans set out in those documents including ARU working with the Combined Authority, PCC and PropCo1 (with the aspiration for there to be a long term continuing relationship between the new University and ARU beyond the achievement of University Title to support the long-term sustainability of ARU Peterborough as a university).

As outlined above, the operating model does not generate sufficient surpluses to build reserves to fund the expansion of the new University in future phases nor is there adequate headroom to underpin borrowing to fund such expansion. Alternative funding strategies for any future expansion phases will therefore need to be developed by the Combined Authority and partners, including PCC and ARU, to facilitate further growth in student numbers.

4.2 Affordability

The project funding position is outlined in the table below, with project funds generated from a combination of the Combined Authority's own funding and Levelling Up Fund, supported by financial contribution from ARU. All figures are inclusive of VAT and other tax requirements.

Funding Source	Amount (£)
LUF Funding	20,000,000
Combined Authority	2,000,000
Anglia Ruskin University anticipated capital investment	4,000,000
Total Budget	26,000,000
Construction Works (Phase 3 building, inc. Client Directs and Contingency)	26,000,000
Land Acquisition (Land transferred for shares at £1.87m value by PCC as part of PropCo1)	1,870,000
Total Expenditure	27,870,000
Balance	0

The land for the Phase 3 site will be invested into PropCo1 by PCC in return for shares, with the land to be valued using the independent land valuation from phase 1 totalling £1.87m, which will form part of the PCC contribution to PropCo1. The final value of land is yet to be agreed and will determine the extent of PCC's resulting shareholding in PropCo1 including the LUF funding.

The LUF from PCC and the capital expenditure and financial investment from the Combined Authority for the phase 3 construction project is capped at £22m with the remaining investment provided by ARU. The current anticipated investment required by ARU is £4m (independent of short-term loans secured for the start-up costs). The table below demonstrates how the phase 3 capital spend will be utilised. As described in section 3 above, the construction and project cost has been benchmarked against other HE projects of similar scope and size and supports the conclusion that the proposed phase 3 building can be delivered to a suitable standard within this budget, and within acceptable cost parameters for a HE building.

		Option 1			
Elem Ref		Cost Target £	£/m2		
1-7	Building Works (excl External works)	9,008,956	3,156		
8	External Works	1,268,831	444		
		10,277,788	3,600		
<u>Option Specific Abnormals</u>					
i	Sustainability initiatives allowance (based on 20% of building building works total)	20%	1,800,000	630	
ii	Remove existing and replacement of RP Car Park		675,000	236	
iii	New site access from Bishop's Road (incl s278 and s106)		175,000	61	
iv	Existing services diversion etc (as CPW notes)		20,000	7	
v	Allowance for GAHE / GSHP, incl infrastructure (incl in sustainability allowance)		Included	N/A	
		Works Cost Estimate	£	12,947,788	4,535
9	Main Contractor's Prelims	8%	1,035,823	363	
10a	Detailed Design	5%	647,389	227	
10b	Main Contractor's OH&P	3%	438,930	154	
10c	Main Contractor's Risk	3%	452,098	158	
10d	Pre-Construction Fees		Incl.	Incl.	
		Construction Total (Exc. Inflation)	£	15,522,028	5,437
11a	Fees & Surveys	11%	1,707,423	598	
11b	Legal Costs (Client to advise)		300,000	105	
12a	Client Project Costs (Client to advise)	5%	776,101	272	
12b	PropCo Staff Costs (Client to advise)		300,000	105	
13a	Design Development Risk	5%	930,278	326	
13b	Client Risk and Contingency	5%	930,278	326	
		Cost Limit (Excluding Construction Inflation)	£	20,466,108	7,169
14	Inflation; to 4Q23 (applied to 0-10 and 12-13)	5.8%	1,187,034	416	
		Cost Limit (Including Construction Inflation)	£	21,653,142	7,584
15	VAT (applied at the prevailing rate - subject to specialist advice)	20%	4,330,000	1,517	
		Estimated Outturn Costs	£	25,983,100	9,101
				GIFA	
				2,855 m2	

Conclusions

Project affordability is, therefore, critically dependent on:

1. Securing the transfer of LUF funding into PropCo1 as well as all other investment capital funding within the company held account or an agreement reached through the PropCo1 members on releasing sufficient funding to cover costs to date and up to contract award in December 2022.
2. Risks associated with income (student numbers) and expenditure being able to be mitigated through cost control, increased income and/or use of the contingency provision.
3. Risks associated with enabling works, Land Acquisition, planning approval and agreement of contract sum being able to be mitigated through management of each workstream within the required timeline and budget while continuing to meet the outcomes of the LUF.

Subject to these considerations, at this stage of project development and implementation, it is anticipated that funds will be available (as described above) to meet both the project budget, requirements of ARU Peterborough's operating model and the LUF.

With respect to the infrastructure works, no cash-flow implications are anticipated for the PropCo1 as the Funding source in place by each party will be transferred into PropCo1 before the construction phase goes ahead.

5 Management Case

5.1 Stakeholders

The stakeholder analysis associated with phase 3 of the new University project can be split into two phases: first the design, procurement and delivery of phase 3; and second the expansion of the operations of ARU-Peterborough/the new University to deliver the anticipated outputs of phase 3.

This Business Case describes the approach to procurement of the consultant team, stakeholder management during the design, procurement and delivery phase and in expansion of the operations of ARU Peterborough/the new University.

Procurement of the consultant team for phase 3

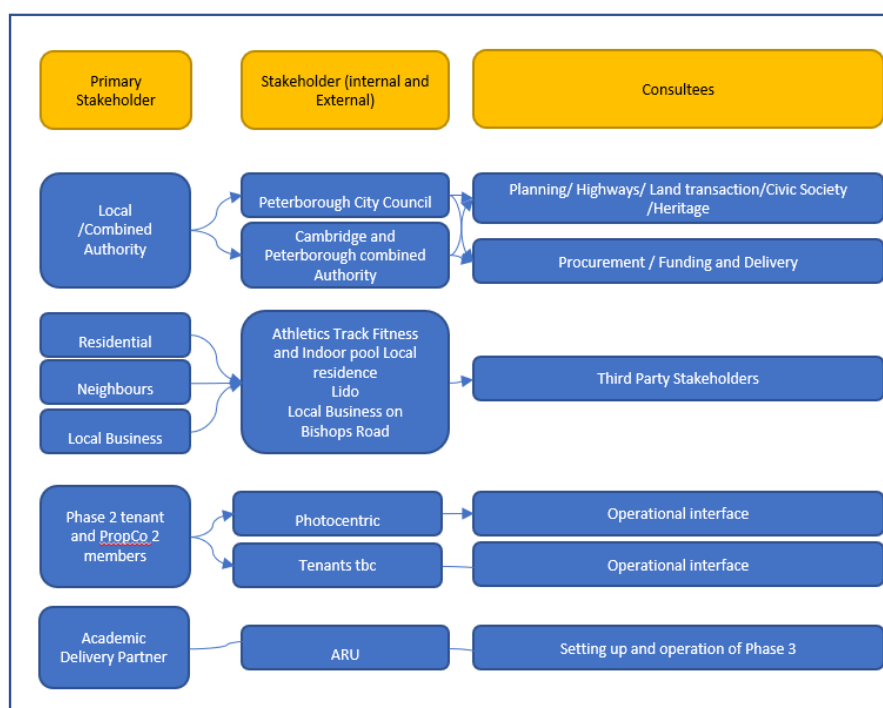
On behalf of the Peterborough, HE Property Company Ltd (PropCo1) the Combined Authority are procuring a consultant team to design, procure and deliver phase 3. The timeline set out in the programme requires a consultant team to be appointed on approval of this Business Case to commence work and spend of the LUF funding following appointment on the 15th February 2022.

Design Procurement and Delivery of Phase 3

The communications strategy will be managed by the Combined Authority with support from the appointed consultant team in the design procurement and delivery of the university phase 3.

The project has a number of stakeholders, summarised in the following categories.

1. Peterborough City Council (PCC) and the Combined Authority, including Peterborough Ltd, the PCC subsidiary operating the Regional Pool and Athletics Track.
2. The owner of the Innovation Incubator - The Peterborough R&D Property Company Ltd (PropCo2), including the Innovation Incubator tenants, Photocentric and others to be confirmed.
3. Neighbours including local residents and owners, and in particular the Civic Society and Peterborough & Nene Valley Athletic Club (PANVAC).
4. Academic Delivery Partner – Anglia Ruskin University (ARU) and ARU Peterborough.



These key internal and external stakeholder relationships will be managed by the Combined Authority and its appointed team of consultants (once procured), in consultation through the design, procurement and delivery of phase 3 on behalf of PropCo1. The relationships with the stakeholders will be managed under an agreed communications strategy outlined between PCC, the Combined Authority and ARU.

Set up and Operation of the New University of Peterborough

ARU will be responsible for the management of associated stakeholders to achieve the objectives of the new University (taking into account its expansion with phase 3), working with employers and stakeholders in the communities the University will serve. This will be led and managed by ARU in consultation with PCC and the Combined Authority.

5.2 Achievability

The Combined Authority and PCC have put in place the resources needed to manage the work streams required to deliver the project, based on an understanding of the priorities outlined in the LUF bid. Both authorities have to date provided resources in line with those requirements and both are, therefore, confident that the project is achievable based on their readiness and the available resources to meet the requirements of both agreements. This will include a further full time Project Manager within the Combined Authority's University Programme Management Team, bringing the total to three project managers (one for each phase) and an administrative assistant. The Combined Authority will appoint external consultants, where required, to ensure the necessary capacity and capability is available for successful implementation of the project including:

- Design, project and cost management: as described within the project management section below.
- External legal support to augment the Combined Authority's and PCC legal teams.

Further external support or internal resources will be secured and deployed should any capacity/capability shortfalls be identified, subject to relevant governance approvals across the partner organisations, to ensure the project is fully resourced for successful delivery.

PCC have provided resources to support the project in its successful application for LUF funding and development of this phase 3 Business Case. In addition, the development management role undertaken by the Combined Authority will be complemented by a client-side project manager for PCC to coordinate the various workstreams and approvals necessary to resolve corporate landlord issues and land transfer among other activities.

ARU has put in place the resources needed for project delivery based on the timeline from contract award (see section 3 above). ARU has provided details of the resource profile as an indication of current thinking of resource planning including the recruitment and employment of Senior Management, Academic and Professional staff, based on the proposed student numbers and staffing forecasts within their final submission. With the Principal now in place ahead of the opening of the new University. ARU is committed to added value in recruitment as set out in the following extract from their final submission:

Economic: *We will ensure we adopt a ‘think local’ policy for recruitment of staff and procurement of resources to ARU-P, so that we develop a circular economy and keep as much wealth as possible in the local area*

Social: *Our Recruitment Policy already supports applications from individuals with protected characteristics and this will also be embedded in recruitment of staff at ARU-P. We believe ARU-Peterborough needs to a place where the community feels welcome.*

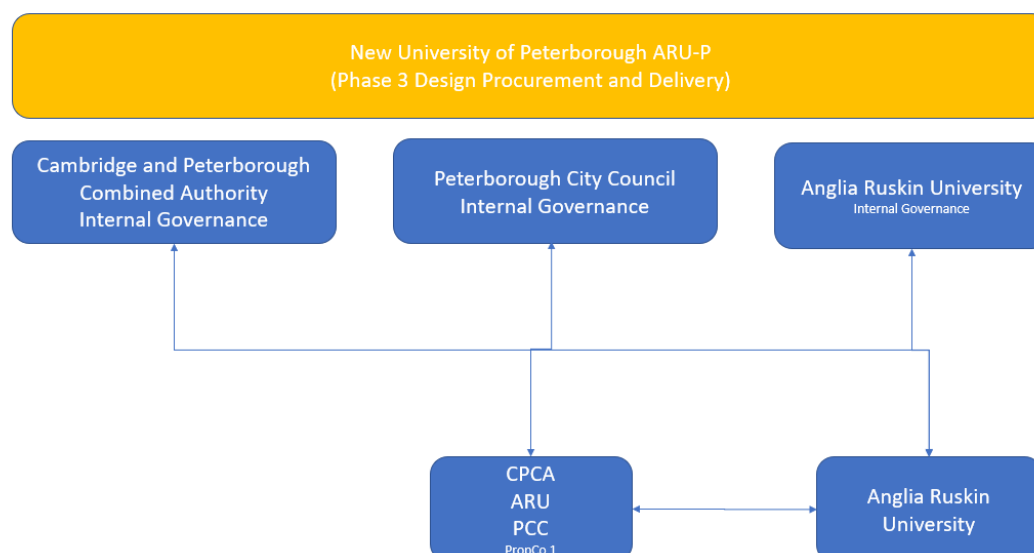
5.3 Project management

5.3.1 Structure and Governance

Project governance will be established to reflect the arrangements within each organisation and specific terms of reference for the project will be mandated by each organisation.

- The Combined Authority’s governance arrangements require all further investments into PropCo1 and all Shareholder Protection Matters included in the PropCo1 Shareholders Agreement to be agreed by the Combined Authority Board. All decisions of this nature will be submitted to the Combined Authority Skills Committee and the Business Board, if necessary and in accordance with the terms of approval of the LGF contribution, and then taken to the Combined Authority Board for final approval.
- PCC governance arrangements require all decisions relating to transfer of LUF funding to PropCo1 and the transfer of land to be approved by the Executive Director, Place and Economy in conjunction with the Chief Financial Officer, as jointly delegated officers by the PCC cabinet.
- Further approvals relating to release of the regional pool car park for development and its impact on adjacent car parks will be required by PCC in addition to approvals already delegated to officers of the Council from an October 2021 cabinet report which set out the arrangements for transfer of funds to PropCo1 and the transfer of land subject to conditions.
- ARU governance is led by its Vice-Chancellor’s Group (VCG) which acts as a forum for discussion of strategy and direction, and determination of high-level priorities for approval by the Board of Governors. The University Executive Team (UET) is the formal, senior decision-making body of the University (under delegated authority from the Board) and the wider Corporate Management Team (CMT) acts as a forum for discussion and development of strategy and operational delivery, bringing together all Director-level appointments whom are based at the main campuses of the University. One member of the UET will be the Principal and Chief Executive of ARU Peterborough, reporting directly to the Vice-Chancellor and leading the Peterborough Development Team, working closely with the Combined Authority and key stakeholders. The Senior Management and Board of Governors of ARU Peterborough will have an increasingly significant role in the governance of ARU Peterborough from 2022.

The three parties (PCC, the Combined Authority and ARU) are governed by the PropCo1 Shareholders Agreement which defines parties’ contractual obligations in relation to their shareholdings in PropCo1. This is outlined in the diagram below:



PCC, ARU and Combined Authority have already formed a special purpose vehicle – the Peterborough HE Property Company Ltd ('PropCo1') – to deliver Phase 1 of the new university campus in Peterborough. The phase 3 project is intended to be delivered by PropCo1 which will continue to be the entity through which funding is deployed, and delivery of both Phases 1 and 3 will be PropCo1's responsibility.

PropCo1 will acquire the land for Phase 3 from PCC in return for shares in PropCo1, under a separate Land Transfer Agreement.

A third-party valuation and due diligence on the land to be acquired by PropCo1 from PCC will be undertaken, the transfer of which must be completed for the point of building contract award alongside the Agreement for Lease (AFL) between PropCo1 and ARU Peterborough.

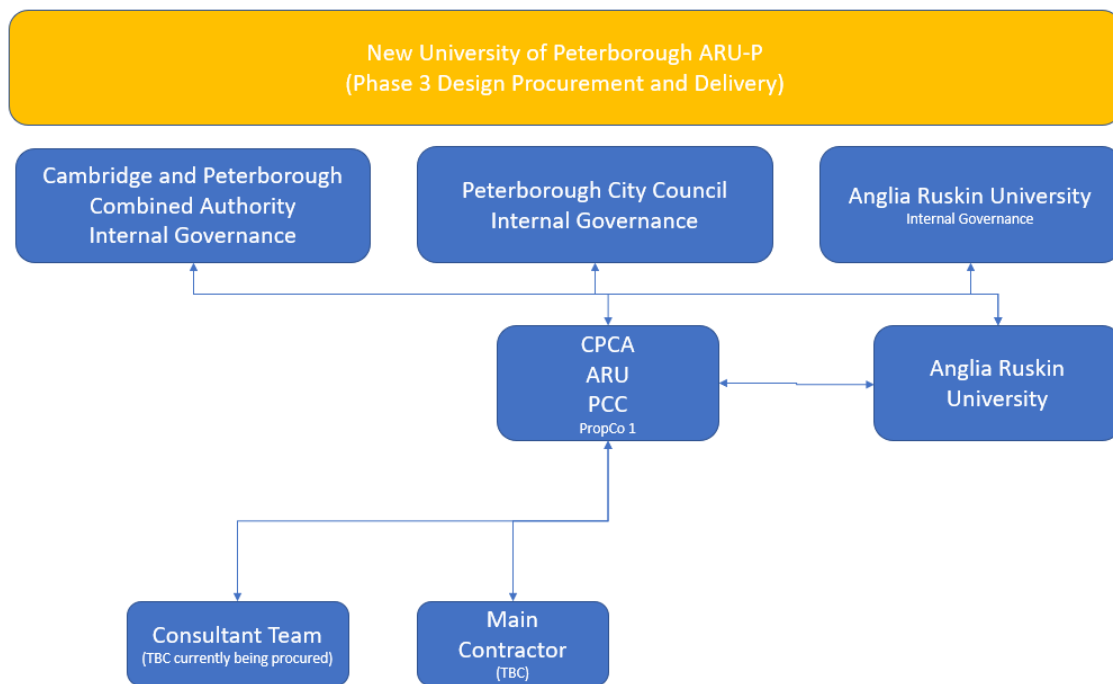
The Combined Authority will, under the Development Management Agreement be granted authority by PropCo1 to manage the design, procurement and delivery of phase 3, with the Board of PropCo1 acting as the programme management board. In this arrangement, responsibility for the delivery of phase 3 remains with PropCo1 and the terms of reference will be updated on commencement of phase 3; this will remain in place up to completion of the phase 3 building.

ARU will feed into PropCo1 via the contract administrator (to be provided by the consultants to be procured by the Combined Authority) in the development of the design and interface with the capital works. They will also update the Board in respect of curriculum design and development as the project progresses.

Once appointed, the main building contractor will report to PropCo1 via the contract administrator in respect of the agreement of the contract sum, enabling works and delivery of phase 3.

Day to day management and progress meetings will be managed by the contract administrator and will include ARU and the Main Contractor for delivery of the phase 3 building.

The organisational structure for the delivery of phase 3 is outlined below.



5.3.2 Roles and Responsibilities

Combined Authority

The development of phase 3 of the new university campus will be led by PropCo1 with delegated authority to the Combined Authority who, under the Development Management Agreement will be granted authority by PropCo1 to manage the design, procurement and delivery phase 3.

The Combined Authority (led by the SRO - Higher Education Programme Director for the new ARU Peterborough development) is providing leadership for the development of the project and will ensure a professional team is in place to support the design procurement and contract administration for delivery of the infrastructure for phase 3.

Funding for Combined Authority, as development manager, will be provided as part of the overall capital funding received from it as share investments from the Partners into PropCo1.

Peterborough City Council (PCC)

PCC is intending to provide the land for phase 3 of the project and will continue its representation on the PropCo1 board.

ARU

As described in section 3, ARU will provide the skills, knowledge, experience and resources to make a practical reality of ARU Peterborough as a new higher education provider and ultimately a university with degree awarding powers and University Title. This includes responsibility for:

- Staff recruitment
- Curriculum design and development
- Staff workload planning, resource scheduling and timetabling
- Student recruitment, marketing and admissions
- Student and academic services and systems development
- Library and learning resources services/systems
- Strategic planning, finance and governance services and systems development
- Full range of 'soft' FM and ICT services and resources

Consultant team

The Combined Authority will procure a professional consultant team ready for contract award following approval of this Business Case. The Consultant team is likely to consist of:

1. project management, cost management
2. architecture
3. mechanical and electrical engineering, environmental
4. structural and civil engineering
5. landscape design
6. planning consultant

5.3.3 Project Plan

The project plan has been developed within the following constraints and assumptions:

- Delivery of the phase 3 building to be in operation for Q4 2024 in line with the LUF funding milestone.
- In alignment with the Planning strategy that promotes the submission of a full planning application for phase 3, that is not reliant on any outline planning permission being consented and the wider masterplan for the embankment being undertaken by PCC scheduled for conclusion in Q1 2022.
- Approval of the Business case in January 2022
- Appointment of the consultant team to commence design and legal advice at the start of February 2022

The first milestone for PropCo1 will be the procurement of the multidisciplinary team and legal advice for 15th February 2022, ready for commencement of the design and procurement of phase 3 which will need to be in place for contract award in January 2023.

Procurement of the main contractor to deliver the physical capital works will be determined by the new consultant team on appointment in February 2022. The procurement is currently assumed to be a two stage Design & Build process with the successful supplier being selected based on an evaluation of quality and deliverability against profit and overhead costs. The successful supplier will initially be awarded a Pre-constructions Development Management Agreement through which the design will be progressed to enable a lump sum JCT Design & Build contract. This route approach is being proposed to ensure the project can progress in accordance with the project timescales.

The development will be constructed on land owned by PCC which, in conjunction with the buyer, PropCo1, will arrange third party valuation and due diligence on the land before contract award alongside the Agreement for Lease and fixed price sum with the main contractor who will deliver the new facility. PropCo1 will acquire the land from PCC under a separate Land Transfer Agreement ahead of necessary land transfer. This process has previously been followed for phase 1 of the University.

The planning application for the development will be prepared as part of the early design gateways to ensure timely application ahead of the start on site date. The Planning strategy for phase 3 remains under review by with the local planning authority and PropCo1 shareholders; for the purposes of this Business Case we have assumed a planning strategy based on pre application advice received in the run up to the completion of this business case.

The Local Planning Authority (LPA) is currently seeking advice from Counsel on nine questions relating to EIA procedural matters, securing contributions / off site mitigation along with other

interrelated dependencies on PCC namely, Parking & Transport and a PUFC arena proposal. The LPA have stated in their briefing note to counsel that:

- ‘given the funding deadlines for Phase 3, it is now intended that this will come forward separate to the outline planning application as a standalone full planning application’.
- ‘N.B. To prevent delay to the phase 3 development, Planning Officers have so far recommended that the full planning application be submitted and determined for phase 3 before an Outline Planning Application is submitted for the entire university campus (not part of this Business Case). This is to prevent phase 3 being caught by the Environmental Impact Assessment¹ * needing to consider cumulative impact of all phases. We are seeking clarification above as to whether this advice is correct.’

The strategy outlined at the 29 November 2021 meeting with the local planning authority states, based upon officers’ professional opinion, that the phase 3 application should be submitted and determined before the outline planning application (OPA) is submitted to prevent delays to the determination of phase 3. Phase 3 will need to mitigate its own impacts as a standalone application, and also be worked up so that it aligns with the wider strategy for the OPA. EIA Screening will need to be carried out for the phase 3 application and at the point of submitting the screening request it is recommended that a plan for mitigating its impacts will need to be established for highways, loss of sports facilities, etc to give it the best possible chance of being screened out as EIA development. The local planning authority will seek legal advice on any aspect of its approach that it feels requires a second opinion.

An option appraisal study has been undertaken to assess the preferred site for phase 3 as described in Chapter 2 of the Business Case. This Business Case assumes delivery of the phase 3 building to the east of the current development on the former Wirrina Carpark (option 1). Although the preferred option is to the south of the current development (option 2), option 1 forms the basis of this Business Case due to the potential programme and cost risk of option 2 arising from planning constraints. Option 1 is not without programme and risk and requires transport and parking strategy to be developed on appointment of the consultant team in February 2022. However, this is considered to present less risk to the required timeline.

The project plan for phase 3 is shown below which provides a comparison against the approved programme within the LUF (dated 17th June 2021). To meet the LUF timescales for opening in September 2024 the following key activities must be achieved. Ahead of approval of this Business Case, the Combined Authority will procure a consultant team to test the RIBA 1 design, develop design from RIBA 2 onwards including procurement of the main contractor, and act as contract administrator to deliver Phase 3 by Q4 2024.

The programme timeline assumes that the planning strategy and plot constraints are resolved in tandem with the selection of the preferred plot at the end of RIBA 1, alongside the resolution of the transport and parking strategy within the available budget. This will allow the planning strategy outline above to be implemented to ensure determination of full planning by January 2023 in tandem with an agreed contract sum, shareholders agreement and land transfer to allow contract award and mobilisation to commence in line with the LUF programme in March 2023.

The project plan has been developed around the following key dates:

1. Spade in the ground (commencement of phase 3) Q1 2023.
2. Structure, complete construction of the building structure by March 2024.

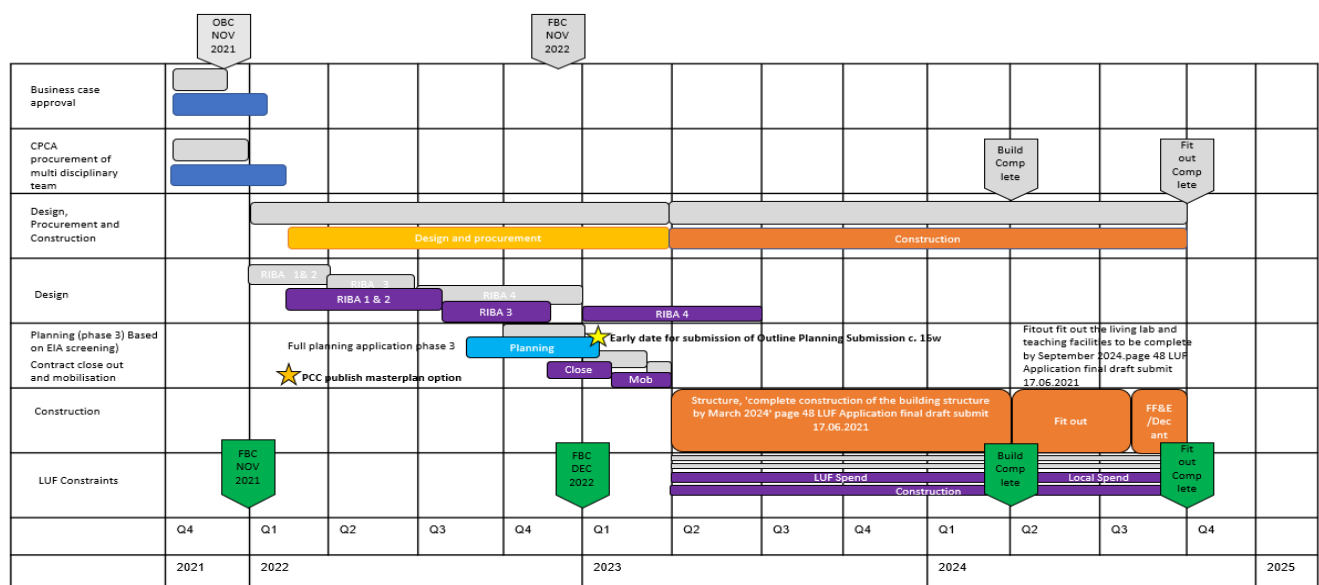
3. Fitout fit out the living lab and teaching facilities to be complete by September 2024.
4. Completion of phase 3 (for occupation) September 2024.

To achieve these milestones there are 5 key work streams:

1. Procurement of the consultant team by 15th February 2022.
2. Determination of full planning application by January 2023.
3. Develop, design and procure a Main Contractor to deliver phase 3 infrastructure. Q4 2022
4. Approval of this Business Case with delegated authority to develop the design and appoint the consultant team in February 2022 to develop the design, submit full planning application for phase 3 and procure a main contractor for award by the end of 2023.
5. PropCo1 to formalise legal agreements for land by Q4 2022 to align with award of the main contract and planning approval to allow commencement on site Q1 2023.

An updated Full Business Case will be presented alongside the approval of the Main Contractor in December 2023 to confirm the assumptions made in this submission which will provide approval to enter into the contract, transfer of land, shareholders agreement to deliver an operate the new Phase 3 development.

The critical path commences on the Combined Authority award of the consultant team contract on 15th February 2022 through to development of the design, and concurrent with planning approval procurement of the main contractor; such that Propco 1 can finalise legal agreements and the land deal in parallel with the determination of the full planning application for phase 3; and appointment of the main contractor to allow start on site Q4 2023 for completion by September 2024.



LUF programme comparison dated 17th June 2021

5.4 Change management

Change management will take place under two scenarios: delivery of phase 3 of the new university campus under delegated authority from PropCo1 to the Combined Authority and subsequently the occupation of the building by ARU Peterborough.

The key principles are that PropCo1 will delegate authority to the Combined Authority and its agent to manage the delivery of phase 3 under the Development Management Agreement, reporting to PropCo1. Should change be required then authority will need to be sought from PropCo1.

ARU Peterborough will occupy the Phase 3 building, reporting to PropCo1 on an annual basis in respect of the building condition and maintenance. ARU and ARU Peterborough will also monitor, review and report to the Combined Authority and PCC on its progress against the roadmap set out in the Collaboration Agreement between the Combined Authority, PCC and ARU which sets out the intended corporate and academic governance arrangements for delivery of higher education courses by ARU Peterborough (moving towards registration with the OfS degree awarding powers and University title). The parties agree to review each of the roadmap, milestones and steps towards them on an annual basis to consider whether the plan remains achievable and compliant and where it is not believed to be so, to agree changes to be made.

5.5 Benefits realisation

The benefits sought from the project are a critical element of the Combined Authority's investment programme under the Devolution Deal as well as monitoring and evaluation requirements set out by DLUHC through the LUF. Benefits realisation arrangements, within overall project governance, must, therefore, ensure benefits are realised over the life of the project.

The objectives and benefits of the project will be realised at key project milestones as follows:

1. Completion of the main transactional agreements including land transfer legal support will be procured by the Combined Authority to aid the Combined Authority to make the necessary changes to the Shareholders Agreement for PropCo1, to accommodate the additional investments and the use of those monies for the construction of the second teaching building.
2. Meeting the agreed milestones and targets for design and delivery of the physical Infrastructure. This will be managed via Propco1 in line with the agreed programme for completion of the phase 3 building.

Responsibility for benefits realisation above will be for PropCo1. ARU Peterborough will be responsible for meeting the student headcount growth targets and for the quality of HE delivery.

Infrastructure

The agreed infrastructure milestones and targets will be reported against at monthly PropCo1 Board meetings by the Combined Authority who will be granted authority under the Development Management Agreement to act on behalf of PropCo1 to manage the delivery of phase 3 to practical completion and close out of 12 months defects.

Academic Delivery Partner Benefits Realisation

Milestones, targets are set out in the Collaboration Agreement. These will be audited under the terms of the Collaboration Agreement and will be reviewed on an annual basis. All milestones are outlined in the Collaboration Agreement master schedule and can be summarised as follows up to 2028 which will continue to be monitored and progress regularly reported against by ARU:

1. 2020 ARU Peterborough is incorporated – COMPLETE.
2. 2022 ARU Peterborough starts provision of education to students at the start of the academic year 2022.
3. 2025 ARU Peterborough is registered with OfS by the start of the Academic year 2025/26.
4. 2028 ARU Peterborough is granted unlimited TDAPs by the start of the academic year 2028/29.

5.6 Risk management

A detailed project risk register (including risk control strategies) has been developed (attached at Annex 6.1) based on the following risk categories:

1. Surveys and Site Constraints
2. Commercial Viability
3. Design
4. Legal
5. Procurement
6. Operational
7. Governance and changes to Brief
8. Construction Logistics
9. Programme

The top-level risks and control measures are outlined in preceding sections of this Business Case.

The responsibility for management of risk will lie with PropCo1 under the joint venture in respect of the development of the Phase 3 building and with ARU Peterborough for the operational delivery risks. As described above, it is intended that PropCo1 will delegate authority to the Combined Authority for the management of risk associated with the design, procurement and delivery of the phase 3 building.

Authority for the management of risk will remain with PropCo1 up to completion of the phase 3 building. Day to day responsibility for risk management will be the responsibility of the Project Manager, who will hold quarterly risk workshops with members of the project team. The risk register will be reviewed at least monthly by the PropCo1 Board of directors. These monthly risk reviews will be an integral part of monthly reporting to PropCo1.

Where management of risk requires interventions beyond the authority delegated to the Combined Authority by PropCo1, decisions will be referred by exception to PropCo1 for agreement on how risks are to be mitigated in line with the governance and agreed terms of reference outlined above and to be set out in the Development Management Agreement.

5.7 Project assurance

The Combined Authority's Assurance Framework can be found at cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Cambridgeshire-and-Peterborough-Combined-Authority-Assurance-Frameworkv3final-002.pdf. It sets out how the seven principles of public life shape the culture, processes and practice within the Combined Authority in discharging its responsibilities in the administration of the Cambridgeshire and Peterborough Investment, incorporating the Single Pot funding.

5.8 Post-project evaluation

The project will adopt the BSRIA Soft Landings framework and follow the five Stages of the Soft Landings process. Stage 1: Inception and Briefing, Stage 2: Design Development is predicated on Stage one; while Stage 3: Pre-handover requires follow-through with Stage 4: Initial Aftercare.

The benefit of this approach is that it will help solve any performance gap between design intentions and operational outcomes by appointing soft landing champions who will agree the roles and responsibility of the client, contractor and professional team.

This process will commence from Royal Institute of British Architect (RIBA) stage 2 and run through to completion of the construction of phase 3 and into the occupation and aftercare stages.

Design

Workshops will be held with the project team to review learning from previous projects/phases and develop a design that will work from the point of view of the manager and users. This will include agreement and review of an energy strategy and commissioning (for incorporation into relevant tenders) as well as review of proposed systems for usability and maintainability.

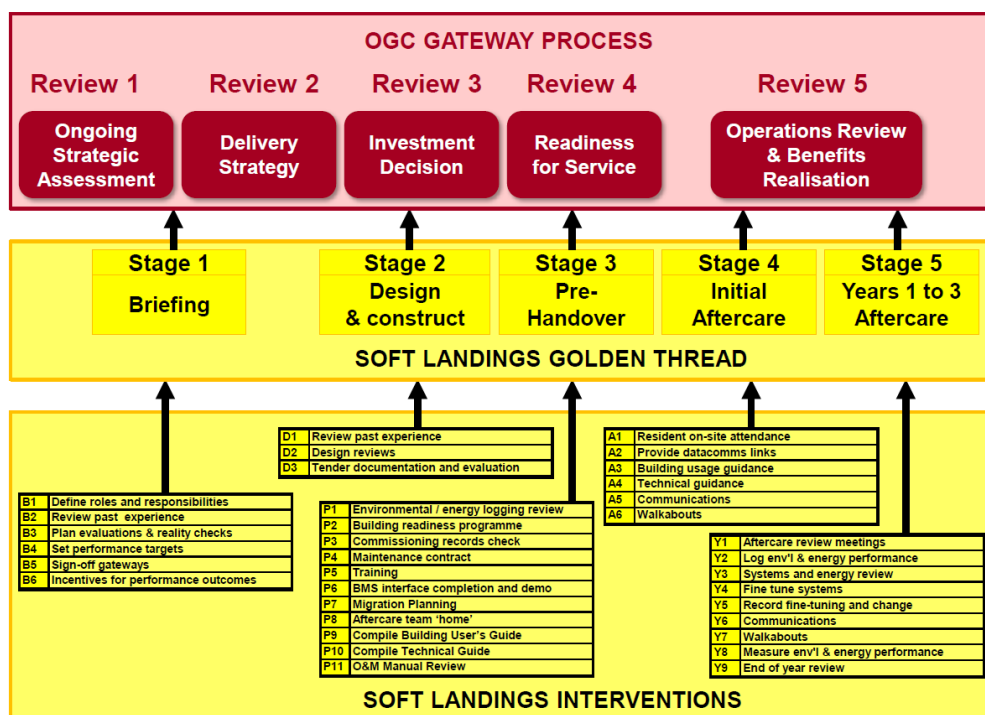
Construction

Soft landings considerations will be incorporated into the project plan, employer's requirements and the role and responsibilities of the contractor's soft-landing champion up to and following completion of the phase 3 building.

Operation in use

The contractor will be required to provide comprehensive operation and maintenance manuals; escorted tours of completed facilities to demonstrate functionality; Building Information Modelling models to assist with future maintenance; and aftercare for an agreed period post-handover. The contractor will carry out post occupancy evaluation.

Key Milestones for Stage reviews of the Soft-Landing Process



6 Annexes

6.1 Project risk register

Risk Register

Project: New University of Peterborough
Date: 22/12/2021
Version: 1

Effect	Probability	Cost (£)	Schedule (weeks)
1 (VL)	<10%	<5k	<2
2 (L)	10-25%	5-25k	2-4
3 (M)	26-50%	25-100k	4-8
4 (H)	51-75%	100-250k	8-16
5 (VH)	76-100%	>250k	>16



Risk Identification					Assessment					Mitigation	
ID	Title / Description (Cause)	Effect	Category	Risk Owner	Likelihood	Cost Effect	Time Effect	Quality	Assessment	Management Plan	Action Owner
009	Relocation of sports (football pitch) and associated planning not achievable in necessary timescale to release plot for development of phase 3	Delay to schemes ability to meet LUF Operational milestone Q4 2025 dependant on option used to be defined in Feb 2022	4. Programme	PropCo	4	3	5	1	100	a) Review planning strategy for OPA and Phase 3 in tandem and procure necessary amendments with consultants b) Look at options to reduce relocation of third party facilities to enable phase 3 plot c) Business case drafted to show option 1 location to avoid need to relocate football pitch for phase 4	a) CPCA & OPA consultant team b) PCC c) PropCo 2
004	Relocation of third party facilities cannot be achieved in time to start phase 3 development	Delay to schemes ability to meet LUF Operational milestone Q4 2024	4. Programme	CPCA	3	3	5	1	75	a) Review planning strategy for OPA and Phase 3 in tandem and procure necessary amendments with consultants b) Look at options to reduce relocation of third party facilities to enable phase 3 plot c) FBC drafted to show option 1 location to avoid need to relocate football pitch for phase 3	a) CPCA & OPA consultant team b) PCC c) PropCo 1
017	Change in option (site location) following approval of the business case as a result of third party change or issue	additional fee for abortive design, delay to programme or element of	4. Programme	PropCo	4	3	4	2	64	consider options to mitigate risk to cost and time in parallel with Business case approval	a) Propco 1
011	Outline planning permission delay preventing reserved matters application being made in accordance with timetable	Consider hybrid planning application	4. Programme	CPCA	3	3	4	1	48	Consider alternative strategy as part of OPA and procure changes to implement this change	a) CPCA & OPA consultant team

002	Numerous warranty for Infrastructure works between phases as a result of separate procurement routes	complexities of responsibility make it more difficult to manage	8. Procurement	PropCo	5	3	1	3	45	Defects responsibility difficult to manage by landlord and lead to additional operating cost	a) Propco 1
010	Carparking assumptions made without transport consultant to inform the cost plan and size of building are incorrect	Planning submission phase 3 responsibility of consultant team phase 3 - assumptions made in phase 3 based on current parking strategy being taken forward by OPA team. If change could impact on monies available for phase 3	15. Operational	PropCo	5	3	1	1	45	a) agree planning strategy as part of FBC acknowledge that assumptions at FBC will change as OPA develops b) align transport consultant ph 3 with OPA in development of ph 3 application	a) CPCA & OPA consultant team
016	Revisit to install services could mean patch work wearing course following re visit to install future phases servicing due to piecemeal phasing of phases as a result of funding release	aesthetic of installation	8. Procurement	PropCo	5	1	1	3	45	Consider bringing funding forward for early installation delay wearing course installation as part of phase 1 & 2	a) Propco 1
008	ARU curriculum development sufficient to make design assumptions delayed beyond February 2022 to inform design without abortive costs	Impacts on timeline of design and could incur cost of abortive design works / installation	6. Design	PropCo	4	3	3	3	36	Early assumptions to allow development of design in timeline	a) ARU
001	Increased infrastructure costs exceed available budget as a result of unknown scope to be determined in design RIBA 3 - current allowance based on phase 1 and 2 budgets	Reduces size of scheme below which is agreed in Business Case on which meet the LUF priorities.	2. Commercial - Viability	PropCo	2	4	4	4	32	a) Propco to consider implementing wider infrastructure interventions for University campus early aside from PH3 budget b) Place early orders with statutory authority and or incumbent contractor phase 1 & 2 c) Additional funding or reduce foot print of phase 3 development beyond viability or reduce quality of space / sustainability aspirations	a) Propco 1 b) PropCo 1 c) PropCo 1
007	Availability of power from local network not available in timescale or can be delivered in free space adjacent phase 1 & 2 services without major changes to current proposed site infrastructure as a result of delivery of each phase to affordable budget.	delay to power on or scheme unaffordable to meet requirements of funding	2. Commercial - Viability	CPCA	2	4	4	1	32	Consider early order to secure power for phase 3 // consider wider benefit of site wide application to avoid further infrastructure costs	a) Propco 1
003	Lack of surveys due to affordability at time of writing FBC on proposed plot increases capital cost of works reducing size of building for require additional investment as a result of site contamination, stability of ground or other unknown site condition	Lack of surveys due to affordability at time of writing FBC on proposed plot increases capital cost of works reducing size of building for require additional investment as a result of site contamination, stability of ground or other unknown site condition	7. Surveys & Site Conditions	PropCo	3	3	3	3	27	implement surveys on award of consultant in February 2022	a) PropCo 1
013	Limited float in programme to meet opening requirements outlined in LUF funding opening by Q4 2024	PropCo to review opportunity for programme float	4. Programme	PropCo	3	3	3	3	27	Consider opening after September 2024 and impact on operating model	a) ARU

018	Procurement of contractor to commence at RIBA 3 with overlap of client design adversely impact on contractor ability to influence design or results in client team led delay that impacts programme	Increased costs as a result of delay due to more complex interface between design team and contractor to agree contract sum	4. Programme	PropCo	3	2	3	2	27	review procurement strategy	a) PropCo 1
005	Due diligence on land /land value not available at the time of FBC which may add additional cost and or time affecting size of phase 3 building or require additional investment	Due diligence on land /land value not available at the time of Business case which may add additional cost and or time affecting size of phase 3 building or require additional investment	12. Legal	PropCo	2	3	3	2	18	Instruction PCC to review likely options on approval of Business case	a) PropCo 1
012	Delay to procurement of the professional team by CPCA to mobilise following approval of FBC	CPCA to ensure procurement in line with LUF programme and required scope to ensure team ready for mobilisation following approval of Business case	8. Procurement	CPCA	2	2	3	3	18	a) review procurement options/ internal resources	a) CPCA
015	Off plot section 278 works /section 106 contributions as a result of cumulative effect of phases exceed available budget scope of which is unknown at this time	Off plot section 278 works /section 106 contributions as a result of cumulative effect of phases exceed available budget scope of which is unknown at this time	2. Commercial - Viability	PropCo	2	3	3	1	18	Ensure consultant appointed 1 February 2022 progress early	a) PropCo 1
014	FBC not approved by CPCA Business board by end of January 2022	CPCA early discussion with internal members to ensure better likely hood of meeting their	2. Commercial - Viability	CPCA	2	2	2	2	8	Early consultation	a) CPCA
006	Availability of land to secure access for construction vehicles would disrupt phase 1 & 2 operations	Increases prelim cost / affects phase 1 & 2 operation	9. Construction/ Logistics	PropCo	3	1	1	1	3	Early review of construction logistics	a) PropCo 1

Appendix 2 - [Shareholders Agreement protection matters](#)

SCHEDULE 1

SHAREHOLDER PROTECTION MATTERS

The following are Shareholder Protection Matters, save to the extent that any such decision relates to an Excluded Decision, and each such Shareholder Protection Matter shall require the prior written consent of the Shareholders marked 'Yes' below:-

Shareholder Protection Matter for		CPCA	PCC	ARU	Capable of giving rise to a Deadlock Matter?
1.	SPECIAL RESOLUTION MATTERS				
1.1	Passing any resolution for PropCo which the Act prescribes to be passed by way of special resolution (as the same is defined by section 283 of the Act).	Yes	Yes	Yes	No
2.	PROPCO CAPITAL				
2.1	Issuing or allotting any shares in PropCo.	Yes	Yes	Yes	No
2.2	Issuing, granting or consenting to the assignment of options over any Shares in PropCo.	Yes	Yes	Yes	No
2.3	Creating any rights to convert other securities into shares in any PropCo	Yes	Yes	Yes	No
2.4	Consolidating, sub-dividing, converting, cancelling or otherwise altering any of the rights attached to any of the issued shares (or any class of shares) in PropCo.	Yes	Yes	Yes	No
2.5	Reorganising the share capital of PropCo.	Yes	Yes	Yes	No
2.6	Purchasing (save as required or permitted under the Articles) or redeeming any shares in PropCo.	Yes	Yes	Yes	No
2.7	PropCo repaying any amounts standing to the credit of any share premium account or capital redemption reserve or other surplus or reducing any uncalled liability in respect of partly paid shares.	Yes	Yes	Yes	No

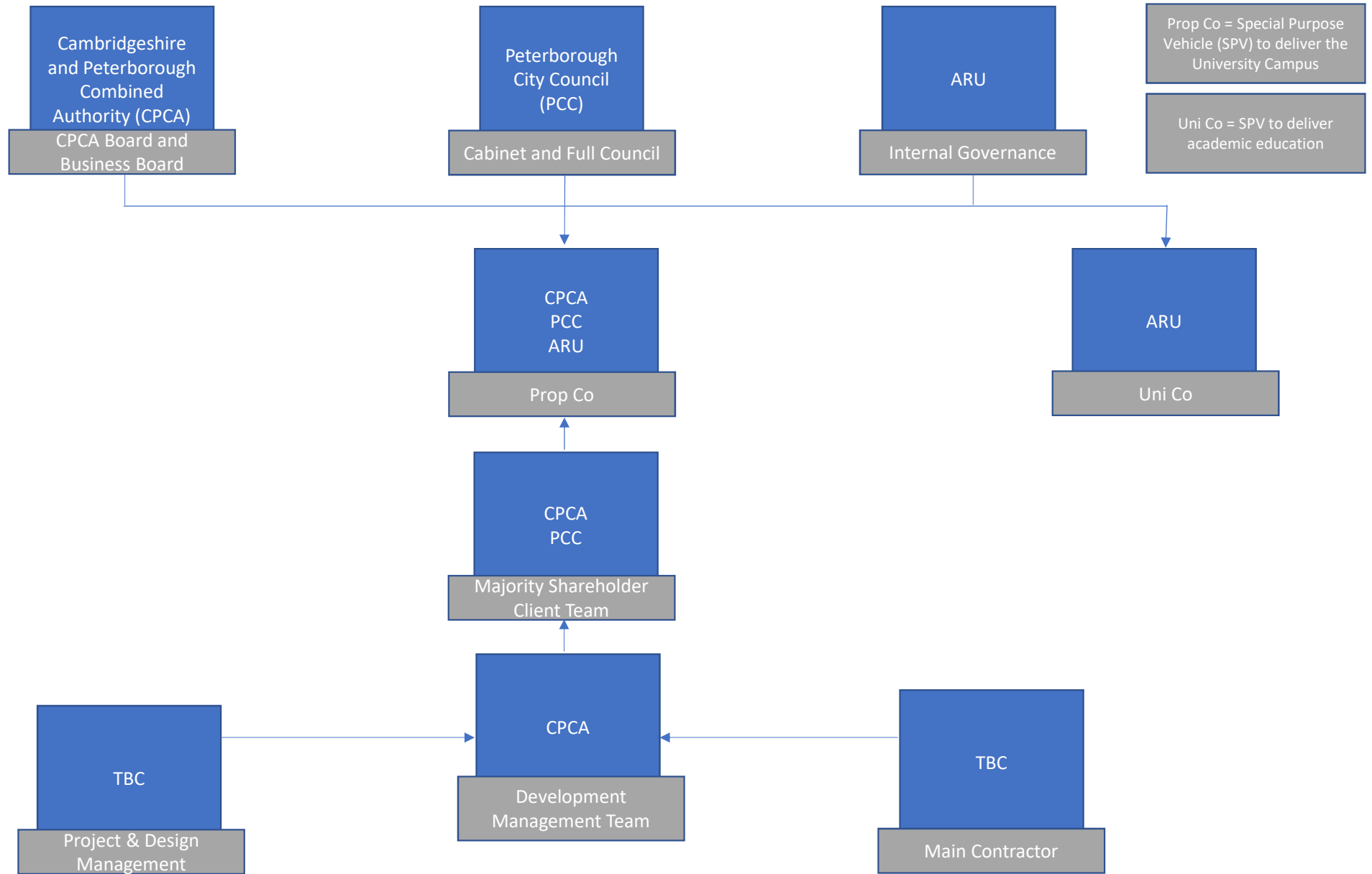
Shareholder Protection Matter for		CPCA	PCC	ARU	Capable of giving rise to a Deadlock Matter?
2.8	PropCo creating any borrowings or other indebtedness or obligation in the nature of borrowings (including obligations pursuant to any debenture, bond, note, loan, stock or other security and obligations pursuant to finance leases) which exceeds £10,000	Yes	Yes	Yes	Yes
2.9	PropCo creating any Encumbrance (or allowing one to subsist) over all or any part of the business, undertaking, property or assets of PropCo and PropCo issuing, granting or consenting to the assignment of options over any debentures or other securities.	Yes	Yes	Yes	Yes
3.	PropCo giving any guarantee, indemnity, security or letter of comfort in respect of the obligations of any other person involving a potential liability that exceeds £10,000.	Yes	Yes	Yes	Yes
3.1	Declaring or paying any distribution in respect of profits, assets or reserves or in any other way reducing the reserves of PropCo.	Yes	Yes	Yes	Yes
3.2	Approving the retention of profits of PropCo for working capital purposes.	Yes	Yes	Yes	Yes
4.	PROPCO BUSINESS				
4.1	PropCo expanding, developing or evolving the Business.	Yes	Yes	Yes	No
4.2	PropCo acquiring, or investing in, another business or company.	Yes	Yes	Yes	No
4.3	Entering into or participating in any joint venture, partnership or other profit-sharing arrangement with any person (or making any amendment or variation to any such arrangement after it has been approved).	Yes	Yes	Yes	No

Shareholder Protection Matter for		CPCA	PCC	ARU	Capable of giving rise to a Deadlock Matter?
4.4	Otherwise than in accordance with this Agreement, PropCo materially altering or in any way disposing of (whether through amalgamation, merger, consolidation, sale, transfer, entry into a lease or licence, or otherwise) all or a substantial part of the Business, undertaking, property or assets of PropCo, whether by a single transaction or series of transactions, related or not, and whether by way of sale of assets or some other arrangement.	Yes	Yes	Yes	No
4.5	PropCo entering into any transaction or arrangement outside of the ordinary course of the Business, or making any amendment or variation to any such transaction or arrangement after it has been approved.	Yes	Yes	Yes	No
4.6	PropCo entering into:				
4.6.1	any contract, liability or commitment (including capital expenditure) which exceeds £10,000;	Yes	Yes	Yes	Yes
4.6.2	any contract, liability or commitment (including capital expenditure) which exceeds ten (10) per cent of the aggregate budgeted expenditure of PropCo and PropCo Subsidiaries for the relevant Financial Year; or	Yes	Yes	Yes	Yes
4.6.3	any series of connected contracts, liabilities or commitments (including capital expenditure) which in aggregate exceed ten (10) per cent of the aggregate budgeted expenditure of PropCo and PropCo Subsidiaries for the relevant Financial Year.	Yes	Yes	Yes	Yes

Shareholder Protection Matter for		CPCA	PCC	ARU	Capable of giving rise to a Deadlock Matter?
4.7	The commencement of any winding up or dissolution of PropCo, or of the appointment of any liquidator or administrator in respect of PropCo, save as expressly contemplated by this Agreement or as required by Law.	Yes	Yes	Yes	No
4.8	Making any variation to the Business Plans	Yes	Yes	Yes	Yes
4.9	Making any material amendments to the Agreed Form Approved Design	Yes	Yes	Yes	No
5.	RELATED PARTY TRANSACTIONS				
5.1	PropCo entering into, terminating or varying (except for minor variations unlikely to have a material impact on PropCo) any contract, terms, material transaction or other arrangement (whether legally binding or not and, for the avoidance of doubt, including any Project Agreement) with:				
5.1.1	any Shareholder;	Yes	Yes	Yes	Yes
5.1.2	any member of a Shareholder's Group; or	Yes	Yes	Yes	Yes
5.1.3	any person connected with a Shareholder or a member of a Shareholder's Group.	Yes	Yes	Yes	Yes
5.2	The amendment of any fee payable by PropCo (except for minor variations unlikely to have a material impact on PropCo) under a contract (including, for the avoidance of doubt, any Project Agreement) with any Shareholder, any member of a Shareholder's Group or any person connected with a member of a Shareholder's Group.	Yes	Yes	Yes	Yes

Shareholder Protection Matter for		CPCA	PCC	ARU	Capable of giving rise to a Deadlock Matter?
5.3	PropCo entering into any transaction, paying any management charges (or any other payment whether gratuitous or in consideration of past or future services) or assuming any liability or obligation, in each case for the direct or indirect benefit of any of the Directors or any of the Shareholders or any member of a Shareholder's Group other than as expressly provided in this Agreement, in each case, otherwise than on arm's length commercial terms and for full value.	Yes	Yes	Yes	No
6.	OTHER ISSUES OF IMPORTANCE TO SHAREHOLDERS				
6.1	Moving the central management and control of PropCo outside the UK.	Yes	Yes	Yes	No
6.2	Moving PropCo tax residence outside the UK.	Yes	Yes	Yes	No
6.3	PropCo making any political donation.	Yes	Yes	Yes	No
6.4	The approval of (and any change to) PropCo policy which potentially impacts on the statutory liability of Shareholders or Directors (eg anti-bribery and corruption, health and safety, non-discrimination).	Yes	Yes	Yes	Yes
6.5	The initiation, conduct, settlement or abandoning of any legal, arbitration or other dispute resolution proceedings by PropCo which does not:				
6.5.1	involve a Related Claim and/or a Shareholder Claim; and	Yes	Yes	Yes	No
6.5.2	for which the claim or liability (including related costs) is or may be in excess of £10,000.	Yes	Yes	Yes	No

Shareholder Protection Matter for		CPCA	PCC	ARU	Capable of giving rise to a Deadlock Matter?
6.6	Ceasing to carry on the Business or the carrying on of the Business on any materially reduced scale	Yes	Yes	Yes	Yes
6.7	The commencement of any new business not being ancillary or incidental to the Business.	Yes	Yes	Yes	No
6.8	Creating or amending any bonus, profit sharing or other financial incentive scheme;	Yes	Yes	Yes	No
6.9	Making any change to its auditors or its accounting reference date;	Yes	Yes	Yes	No
6.10	Appointing or removing any Director otherwise than in accordance with the provisions of this Agreement;	Yes	Yes	Yes	No
6.11	The establishment of and delegation of powers to any committee of the Board or, in the case of any subsidiary, any committee of its board of Directors;	Yes	Yes	Yes	No
7.	ADDITIONAL MATTERS				
7.1	Making changes to bank mandates or scopes of authority therein;	Yes	Yes	Yes	No
7.2	Engaging employees;	Yes	Yes	Yes	No
7.3	Establishing or amending any pension scheme;	Yes	Yes	Yes	No
7.4	Factoring or discounting any debts;	Yes	Yes	Yes	No
7.5	Making any agreements with revenue authorities or any other taxing authority;	Yes	Yes	Yes	No
7.6	Changing bankers	Yes	Yes	Yes	No
7.7	Changing the name of PropCo	Yes	Yes	Yes	No
7.8	Entry into any distribution or similar agreement;	Yes	Yes	Yes	No
7.9	Giving notice of termination of any arrangements of a material nature to PropCo	Yes	Yes	Yes	Yes



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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.2

Health and Care Sector Work Academy

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Councillor L Nethsingha, Lead Member for Skills
From:	John T Hill, Director of Business and Skills
Key decision:	Yes
Forward Plan ref:	KD2021/068
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the new profiled spend in accordance with the approved extension of the innovative employment pilot on recruitment and progression in the Health & Care Sector.b) Note the performance of the Health and Care Sector Work Academy to date.
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

1. Purpose

- 1.1 The Board's approval is sought for a new profiled spend on the Health and Care Sector Work Academy as a result of the Department for Work and Pensions (DWP) approving an extension to the existing Memorandum of Understanding (MoU) which will see the project end in March 2023.
- 1.2 The table below shows the impact of the reprofiled spend decision on the medium-term financial plan (MTFP):

Financial Change Summary (£'000)			2021-22	2022-23	2023-24	2024-25
Change Requested		Approved	3,031.9	-	-	-
		STA	-	-	-	-
Revised MTFP		Approved	730.2	2,301.7	-	-
		STA	-	-	-	-

- 1.3 These proposals were considered by the Skills Committee on 17 January 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.4 The report and appendices presented to the Skills Committee can be viewed via the link below. Item 2.2 refers:

[Skills Committee - 17 January 2022](#)

2. Considerations

- 2.1 None

3. Appendices

- 3.1 None

4. Background Papers

- 4.1 None



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.3

Employment and Skills Strategy and Action Plan

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Councillor L Nethsingha, Lead Member for Skills
From:	John T Hill, Director of Business and Skills
Key decision:	Yes
Forward Plan ref:	KD2021/077
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the Employment and Skills Strategy.b) Note that the Employment and Skills Strategy will be incorporated in the wider Economic Growth and Skills Strategy, due to be published in March 2022.
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

1. Purpose

- 1.1 The Board is invited to approve the Employment and Skills Strategy attached at Appendix 1.
- 1.2 These proposals were considered by the Skills Committee on 17 January 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The report and appendices presented to the Skills Committee can be viewed via the link below. Item 2.3 refers:

[Skills Committee - 17 January 2022](#)

2. Considerations

- 2.1 None

3. Appendices

- 3.1 Appendix 1 - Draft CPCA Employment and Skills Strategy

4. Background Papers

- 4.1 [Approach to developing the Employment & Skills Strategy \(Report to Skills Committee June 2021\)](#)
- 4.2 [Employment & Skills Strategy Progress Update \(Report to Skills Committee September 2021\)](#)
- 4.3 [Draft Employment and Skills Strategy \(Report to Skills Committee November 2021\)](#)

Cambridgeshire & Peterborough Combined Authority Employment and Skills Strategy

December 2021 – FINAL DRAFT

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Executive Summary

Context

Cambridgeshire and Peterborough is core to the UK's future growth, global competitiveness and zero-carbon transition. It is a major economic engine of the national economy and of the Oxford-Cambridge Arc and, prior to the pandemic, a net contributor to the Exchequer.

Firing this engine are the thousands of people who live and work in the area. Now, more than ever, as people and the businesses and organisations in which they work continue to face distress and disruption wrought by Covid-19, there is a need for an employment and skills system that matches their needs and opportunities, and disparities between places.

There are large, employed workforces in much of the area and employment growth in places which host priority innovation based growth sectors, such as agritech, advanced manufacturing, digital and life sciences. However, this is not a consistent pattern. In Fenland, for example, self-employment has risen alongside a drop in employment levels, with more people working in lower occupational levels, pointing to a need here for job creation and business growth.

High-level skills growth is slowing, and school leavers across the area are more likely to go straight into work than on to education or training, risking people missing out on upskilling and further career progression. There are lower than average rates of progression from school into Higher Education, Further Education *and* apprenticeships, with variation across places – some places deliver more apprenticeships, while in others there is higher uptake of academic routes.

A recent rise in economic inactivity and claimant counts as a result of Covid-19 means that support for people in and outside of the DWP system could be strengthened to support people into and between work. This, with the raft of changes facing employers in Covid-19 recovery, Brexit, transition to net zero and Industry 4.0, point to a need for life-wide and lifelong learning and careers support, along with strengthened links between employers and providers to support careers advice and education beyond school and outside of an educational setting.

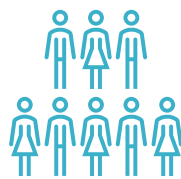
As our society ages and people pursue longer and changing careers, we need agile people-centred learning and careers support, with strengthened links between employers and providers to enable provision of adult careers advice to support people into *and* between work. This advice and access should also draw in wider learning experiences that build personal and life skills, unconnected to work.

An updated vision

This strategy builds on the ambition for Cambridgeshire and Peterborough set out in the 2019 Skills Strategy. The updated vision is for:

A successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable and healthy communities and enabled by an inclusive, world-class local skills system that matches the needs of our employers, learners and communities.

Going further than the 2019 strategy, this update also sets out what this vision means for each of the groups interacting with the skills system: people, employers, providers and place leaders:



People experience fulfilment and good physical and mental health with productive, quality working lives. They drive their own learning and career journeys and feel confident to enter and re-enter the labour market over the course of their lives. They can access support and learning to meet their personal and work ambitions when and how they need.



Employers are providing good quality jobs; have the skills they need in their staff and can recruit the right person for the right job. They understand their skills needs and their inputs shape an agile, responsive skills system that delivers a regional pipeline of talent, matched to job opportunities to support strong businesses and enable business growth.



Providers work collaboratively across Cambridgeshire and Peterborough in an integrated education and skills system to deliver learning, qualifications, careers education and support to enable people to enter the labour market in the ways that suit individual's needs and ambitions.

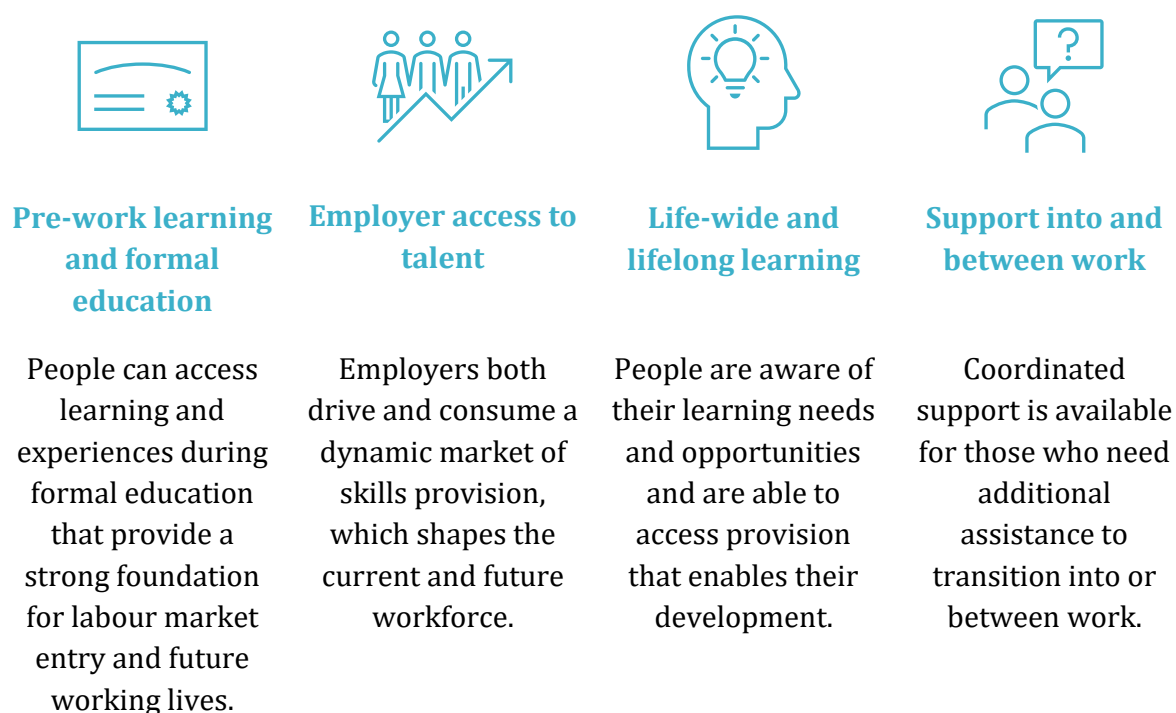


Place leaders secure outcomes for the whole place, convening and supporting collaboration between employers and the integrated skills system, as well as linking into other local services for people across Cambridgeshire and Peterborough to lead healthy lives and fulfilling careers.

These vision statements may read as common sense, but the system across the area struggles (and has historically struggled) to deliver these experiences. There is more that can be done so that people are universally drivers of their own personal development, learning and careers journeys, and can access the support they need, so that employers can get the skills they need for their staff, so that providers work collaboratively across our area, and so that the Combined Authority and place leaders empower, enable and convene. More, and more effective, collaboration between all parties in the system is critical to achieving this as the status quo in the future.

The updated vision also defines new themes on which to focus the strategy. These reflect the four areas where residents and employers can benefit most from an ambitious skills system that supports the development of life and work skills, and through which the area grows a strong and inclusive labour market.

Figure 1. Core themes for employment and skills







Whilst the detail of the action required to ensure these elements are in place will evolve as time passes and the context changes, these themes should remain stable, setting the direction and providing a reference point to maintain course.

To guide action under each of these themes the strategy document sets out a series of long-term outcomes and progress measures, steering the work of partners across the area in achieving the vision and enabling people, employers, providers and place leaders to experience the skills system in this way.

Moving forward

This vision for the skills system is a long-term project. The starting point is ensuring that short-term strategic priorities are approached as a step in the right direction towards longer-term change. Focus now and in the first five years will be on the following short-term priorities:

Figure 2. Short-term priorities

<p>Pre-work learning and formal education</p> 	<ul style="list-style-type: none"> • Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance • Widening education access and participation to make education more inclusive and the student body (and future workforce) more diverse • Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations • Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building
<p>Employer access to talent</p> 	<ul style="list-style-type: none"> • Supporting Covid-19 recovery, growth and net zero transition by developing priority skills and responding to acute issues • Driving up and sustaining employers' engagement with and influence on education and training • Embedding modern work practices and conditions and improving job quality
<p>Life-wide and lifelong learning</p> 	<ul style="list-style-type: none"> • Improving access to careers information, advice and guidance at any age • Providing support to upskill and reskill in response to economic restructuring (e.g. following covid-19, Brexit, digitisation, as net zero transition intensifies) • Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g. short courses/ online/blended learning) • Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders
<p>Support into and between work</p> 	<ul style="list-style-type: none"> • Supporting unemployed and NEETs into training and employment • Providing support for disadvantaged groups to access the labour market • Targeting support for Covid-19 recovery and transitions for displaced workers

To deliver on short-term priorities, the Combined Authority will set strategic delivery plans with five-year terms that will form part of the wider Economic Growth Strategy. Detailed action plans will be developed and agreed for each Local Authority, addressing short-term priorities in such a way that action will move forward the process of delivering the long-term vision.

These action plans will consider:

- **Things already in motion** - activities/interventions which are funded, approved and are either already being delivered or which will be delivered over the next five years.
- **Things needed in the future** - activities/interventions which are needed to underpin longer term and future development/growth, for which additional exploration, investment and potential system change will be required.

Together partners across the area also need to start preparing the ground now for some bigger change projects that the vision calls for. Some of these can be contributed to by shorter-term projects, but they will need further scoping and iterative development to ensure all partners and stakeholders are brought along the change journey.

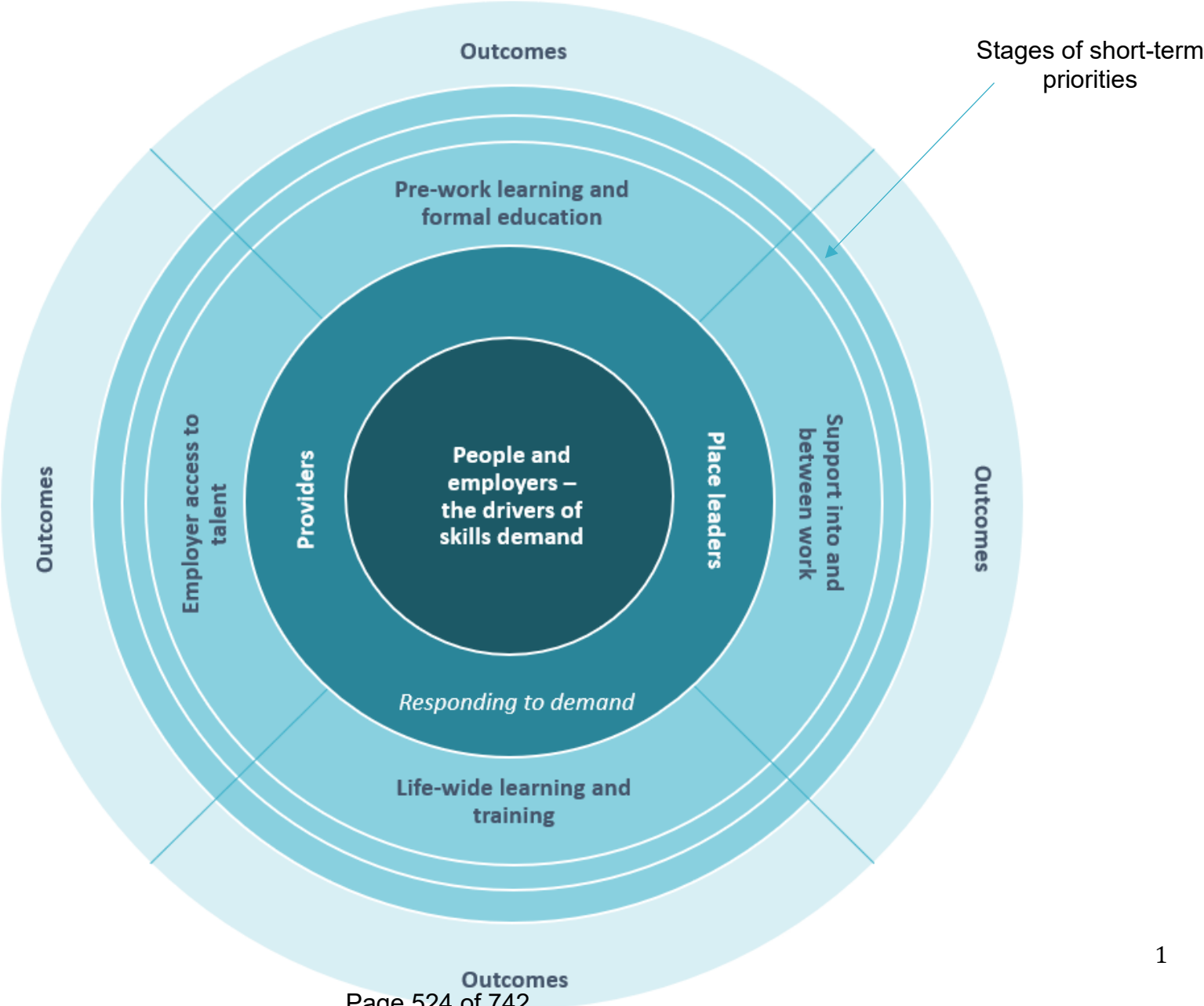
Three change projects have been identified to ensure **effective** provision is delivered using an **agile** approach, in a way suited to the nuances of **places**:

1. A regional curriculum enabling strategic collaboration amongst providers, with learning and training aligned to regional job opportunities and careers.
2. A dual-track skills and training system, anticipating long-term needs and responding with agility in the short-term.
3. A coordinated place-based action framework, to engage all stakeholders in addressing multiple/complex issues.

Cutting across all of these will be ongoing the action of Combined Authority, Local Authorities and the Cambridge and Peterborough Integrated Care System to work together, and with wider partners, to place health and wellbeing at the centre of system development and delivery.

The diagram below maps a summary of the Employment and Skills Strategy and the system in the area. Learners and employers are at the core, as the drivers of skills demand, with providers and place leaders surrounding this and responding to it. The response – provision and supply of skills, will be aligned to themes, in layers that will ripple out to deliver on short-term priorities and long-term outcomes.

The strategy in summary

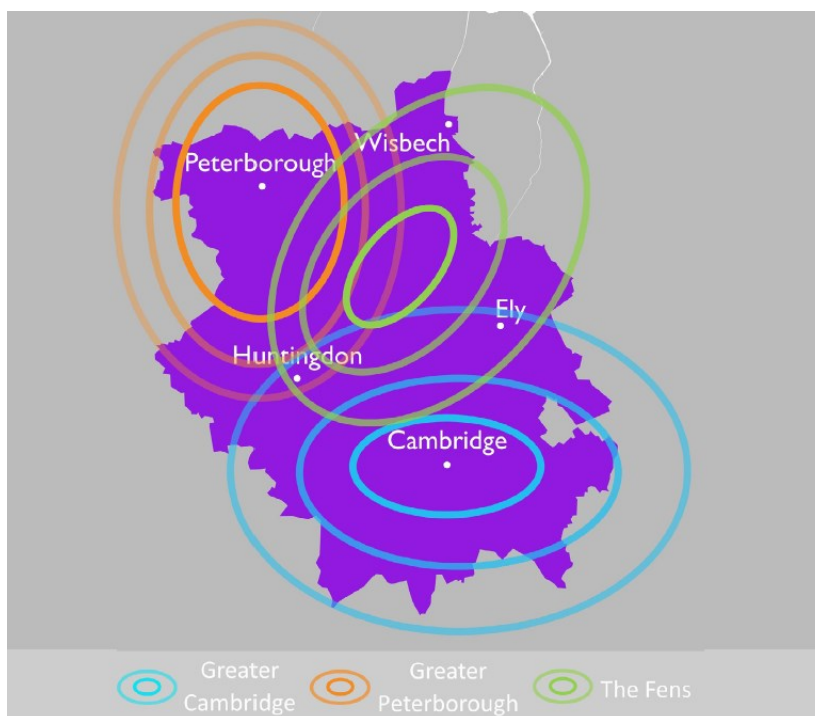


1 Introduction

Context

Cambridgeshire and Peterborough is an area of contrasts, with distinct differences in needs and opportunities across its communities. The six local authority areas which make up the place each have different strengths and challenges, but the global competitiveness of the area depends on the future success of all. The 2018 Cambridgeshire and Peterborough Independent Economic Review (CPIER) identified three interdependent subeconomies across the geography, Greater Peterborough, Greater Cambridge and the Fens.

Figure 3. CPIER interdependent sub-economies

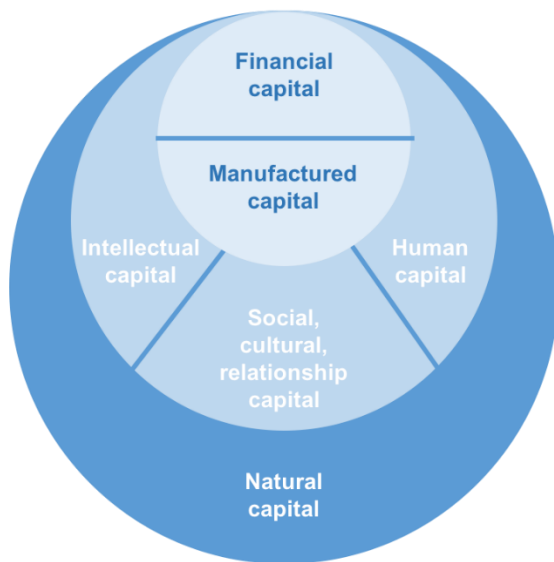


Following the CPIER, the Cambridgeshire and Peterborough Combined Authority's (CPCA) previous Skills Strategy *Developing Talent: Connecting the Disconnect* was published in 2019 with an overarching imperative to deliver 'an inclusive, world-class local skills eco-system that matches the needs of our employers, learners and communities'.

Whilst few would question the ongoing relevance of this mission, the intervening years have seen significant changes to the national and global context: Great Britain has left the European Union and Covid-19 has impacted the economy, people's health, wellbeing, and how they work and learn. The UK's economic recovery from the pandemic has been aligned both to the levelling-up agenda, aiming to reduce inequalities between different parts of the country that Covid-19 has laid bare and the intensifying drive to attain net zero carbon emissions in the UK by 2050. Locally, Local Authorities and the Combined Authority (CA) have worked collaboratively to develop a new Local Economic Recovery Strategy (LERS),

with a mission to help people and businesses manage the impact of the pandemic, and to adapt to the new norms in employment, sectors and markets. Mayoral elections in 2021 brought a new Mayor, Dr Nik Johnson, to Cambridgeshire and Peterborough, mandated to place his values of compassion, co-operation and community at the heart of future strategic plans. A first step in this is the adoption of a six capitals approach across CPCA.

Figure 4. The six capitals approach



With the economy re-opening, vaccination numbers rising and deaths falling, a new set of challenges are to be faced by the region. In the short-term, the end of the Government's extensive employment support schemes mean many individuals, particularly those in precarious work, are at risk of unemployment. Longer-term, Covid-19 has accelerated trends such as automation, which combined with transitioning industries to net zero, risk further unemployment and will require reskilling and upskilling.

Many good things have been achieved through the actions flowing from the current skills strategy, not least of which are the establishment of the new Anglia Ruskin University Peterborough (set to open in the academic year 2022/23), the first localised commissioning of Adult Education with devolved funds, and the launch of Growth Works with Skills, with a demand-led online platform connecting learning and employers across the region. However, as the area moves through the *Respond* phase of the LERS and further into *Recovery*, it has been essential to review and update the skills strategy, to reflect the changing skills needs and challenges in the current and future economic context.

Anchored by the priorities identified in the CPIER and the region's Local Industrial Strategy and reflecting the current LERS, this refreshed skills strategy convenes and validates the current strategic priorities for the area. Looking further to the future, the document also sets out a longer-term vision for the future of the skills system in the region and the outcomes it needs to deliver for local people and businesses, reflecting nuances in places across the area.

This balance of current and future perspective will allow local stakeholders to coalesce around a shared set of objectives and outcomes, matching investment opportunities to local priorities in the short-term, for example as further packages of recovery support are released from Government, as well guiding longer-term change, for example the transition to net zero.

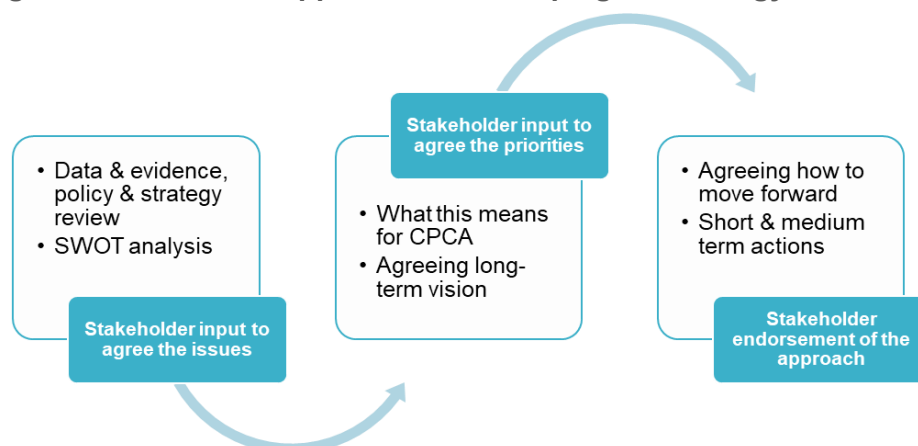
Approach

CPCA has responsibility for developing and implementing the skills strategy and convening the Skills Advisory Panel (SAP) for the sub-region. As part of the devolution agreement, the CA has direct control and responsibility for commissioning of the Adult Education Budget (AEB) along with responsibilities over transport, housing, green energy, careers, business growth and skills brokerage. The co-terminus Business Board provides a private sector led approach to invest in economic growth.

Despite these levers, CPCA cannot tackle the employment and skills issues in the sub-region in isolation. The role of the CA is to provide system leadership across the education, skills and employment continuum. In co-production with public-sector partners, businesses, education institutes, providers¹ and communities, the CA will energise and enable the system to deliver prosperity for all.

The work to develop this strategy engaged with partners across the education and skills system and was undertaken between June and October 2021, incorporating a detailed data and evidence review, an open call for evidence from partners across the region and a series of stakeholder workshop sessions. Throughout the process the CA's Skills Committee, Employment and Skills Board and Business Board have provided input to guide and shape the strategy. The process has been iterative, with partners and stakeholders from across the area engaged multiple times to provide input as the development of the strategy progressed.

Figure 5. An iterative approach to developing the strategy



¹ Throughout this document the term 'provider' refers to all formal and informal settings of education and training, including, schools, colleges, universities, independent and employer-led training and apprenticeship providers and adult and community learning institutes.

A challenge put to the CA by stakeholders in the early stages of the strategy development process was to ensure that this document effectively balanced short-term and long-term strategic priorities; recognising imperatives to act to deliver on existing and pressing priorities *and* setting a vision for change, particularly where issues identified were symptoms of deeper causes which were likely to require sustained, incremental action over a longer period of time.

Accepting this challenge, the strategy presents both long-term outcomes and short-term strategic priorities. Moving forward, the CA's aim is to set strategic planning periods for a maximum of five years, agreeing a sub-set of core priorities, objectives and outcomes to pursue, monitoring progress to delivering on these, and then taking stock and calibrating, prior to setting out a subsequent strategic plan.

2 Where we are now

Population trends

Cambridgeshire and Peterborough is an area of more than 850,000 people, with population centres in Peterborough and Cambridge, and much of the population living in surrounding rural towns and villages. **The CA area is growing**, with population growth projected at 2.6% by 2040 against a national projected fall of -13.6%. However, only two of the local authority areas are projected to grow – Peterborough and Fenland – at 11.7% and 9.1% . Peterborough has been one of the fastest growing cities in the UK in recent years.

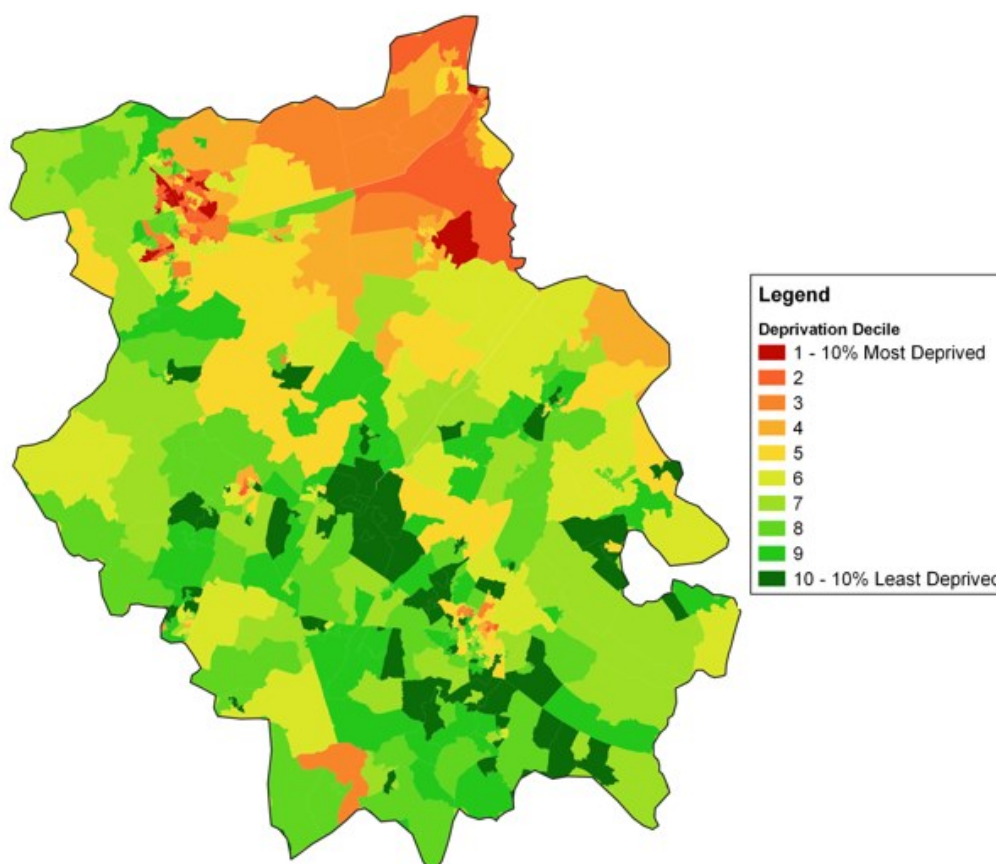
The working age population in the area is growing more slowly than average at just 0.1%, compared with 1.5% growth nationally, suggesting **faster future ageing**. This trend is uneven across the area. Only South Cambridgeshire has working age population growth above average – at 2% compared with 1.5% across the UK. In Cambridge and Huntingdonshire the working age population is falling, and faster than the overall projected population change by 2040 – by -3.4% and -0.3% respectively².

In this part of England, there are fewer deprived areas than average – particularly in income, employment and health. But **there is inequality and there are disparities across the area** – many places experience very low levels of deprivation and offer good quality of life for residents, but deprivation is clustered in Fenland and Peterborough and with pockets in Cambridge³.

² Metro Dynamics analysis of ONS Annual Population Survey (APS) data (2020).

³ Metro Dynamics analysis of MHCLG Index of Multiple Deprivation (IMD) data (2019).

Figure 6. Index of Multiple Deprivation across Cambridgeshire and Peterborough (2019)

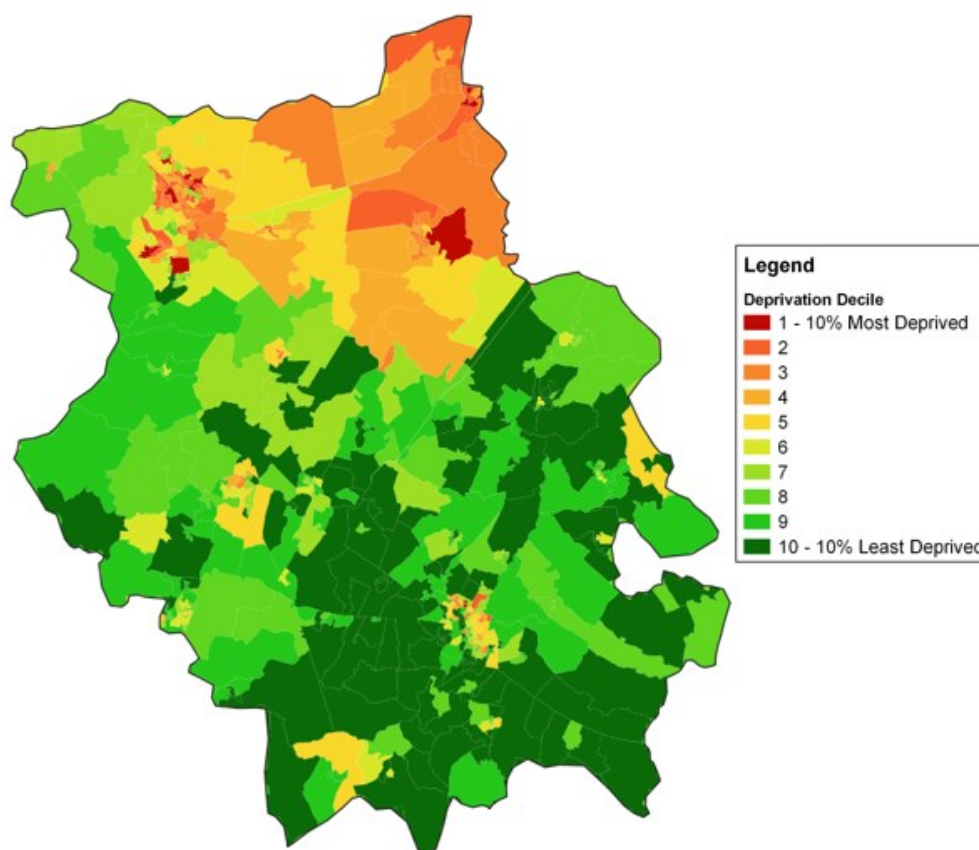


The result of health inequalities across the area (a domain in the Index of Multiple Deprivation) is demonstrated in healthy life expectancy. There are stark differences between local authorities and the communities within them. For instance, in Cambridge healthy life expectancy ranges from 80.4 years in the most deprived communities to 85.2 years in the least deprived communities (above national averages), and in Fenland the range is 73.1 to 77.5 years (below national averages). This compares to the England average of 75 to 82.8 years⁴.

This indicates that across the four themes and throughout people's lives, inclusion will be an important area of focus – among deprived communities, disadvantaged individuals, and those facing additional challenges through school and in adulthood.

⁴ Public Health England, Health Inequalities by Local Authority (2019).

Figure 7. Index of Multiple Deprivation: Health Domain, across Cambridgeshire and Peterborough (2019)



Pre-work learning and formal education

Young people leaving school at 18 are less likely to go on to study in Higher Education, Further Education or through an apprenticeship in Cambridgeshire and Peterborough than on average across the country. Only 31.5% are progressing onto HE, compared with 35.2% nationally, with 6.4% progressing onto FE compared with 9% nationally, and 8.5% progressing onto apprenticeships compared with 9.3% nationally. School leavers are more likely to move straight into work rather than continuing education or training than elsewhere in the country.

Although data isn't available to track the kind of work school leavers are moving into, research by the Children's Commissioner for England in 2019 found that while students are staying on at school for longer since the compulsory school leaving age was raised to 18, across England, a rising proportion (18% nationally) are leaving school without level 2 qualifications⁵. This trend can be seen in the data below in Fenland, where more students aged 16-18 are studying vocational courses at levels 1 and 2, and fewer at level 3.

⁵ Children's Commissioner for England, ['The children who leave school with nothing'](#) (2019).

Progression rates at 18 vary by place. The following data reflects progression from schools in the individual local authority areas, not necessarily where students live. This caveat is most visible in the data for South Cambridgeshire and Cambridge, where many of the students progressing from school in Cambridge to university may live in South Cambridgeshire. The lowest rates for progressing into HE are in South Cambridgeshire at 20.5% and East Cambridgeshire at 25.4% compared with the highest at 41.2% in Cambridge and 35.6% in Huntingdonshire. The lowest progression rates into FE at 18 in the area are in Cambridge at 2.8% and Fenland at 4.1%, compared with the highest at 8.3% in Peterborough and 9.8% in South Cambridgeshire. There is higher than average progression into apprenticeships in East Cambridgeshire at 11.4%, Fenland at 10.7%, and South Cambridgeshire at 10%⁶.

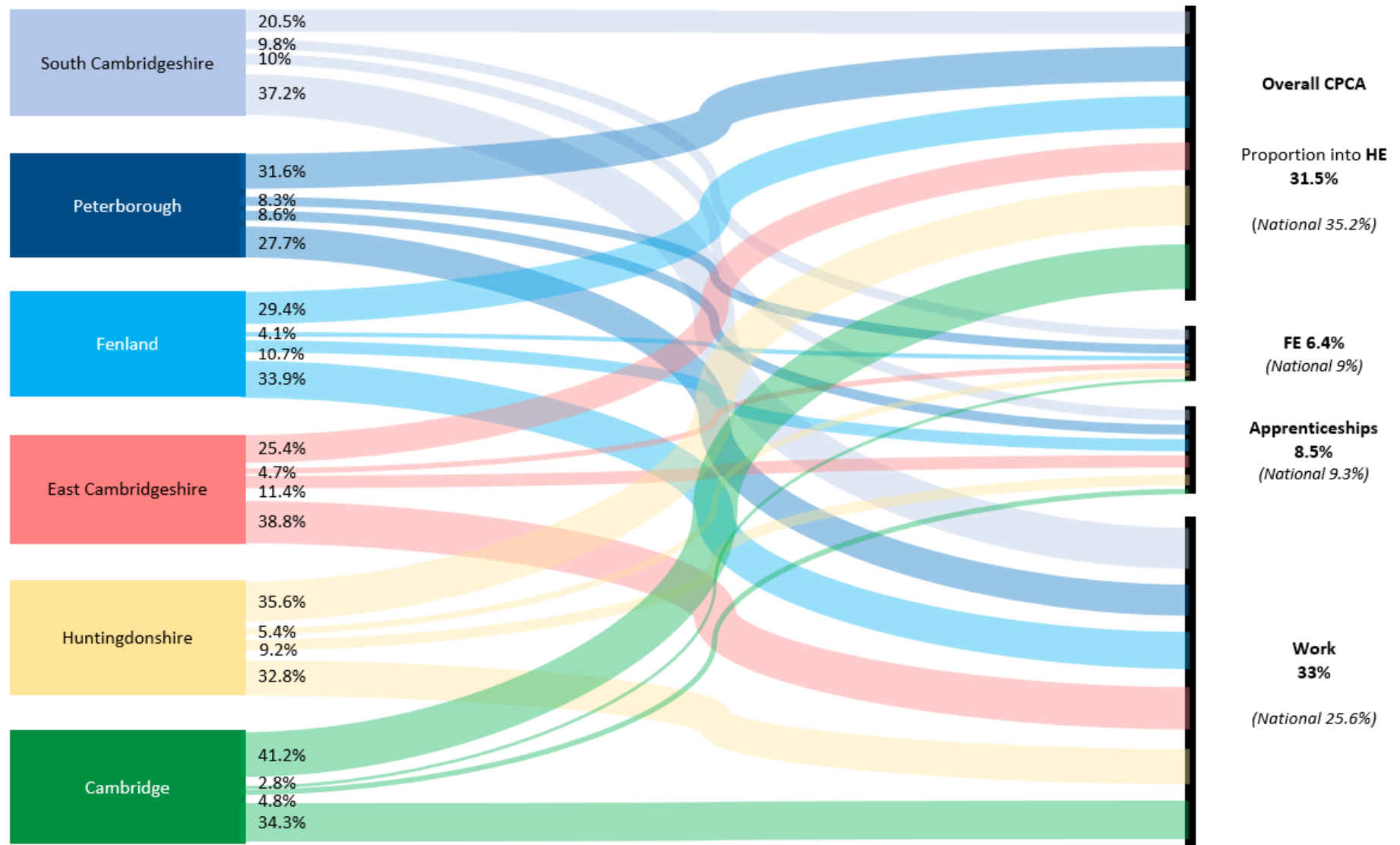
Fewer pupils are studying vocational courses aged 16-18 – with falls in every Cambridgeshire district area, but only by -1% in East Cambridgeshire compared with -25% in South Cambridgeshire and -23% in Cambridge between 2016 and 2019. **More students are pursuing lower level vocational qualifications post-16.** In 2019/20, Y11s progressing onto vocational qualifications were more likely to be at level 1 than 2016-19, and less likely to be at level 3.

More pupils are pursuing A Levels across Cambridgeshire – with an overall 6% rise. But this has grown by 15% in Cambridge compared with a fall of -15% in South Cambridgeshire and little change in Huntingdonshire and Fenland between 2016 and 2019. The vocational/A Level split varies by place – 68% of pupils aged 16-18 in Cambridge study A Levels, while 69% in Fenland study vocational courses. The split is more even in East Cambridgeshire and Huntingdonshire⁷. This sets up students for HE progression from schools in Cambridge, however, under-prioritises vocational and technical routes, leading to fewer students progressing into FE courses and apprenticeships.

⁶ Metro Dynamics analysis of DfE school leaver destinations data (2019).

⁷ Cambridgeshire County Council Y11 transitions data (2020).

Figure 8. Progression rates at 18 into HE, FE, apprenticeships, and work where students go to school, by local authority area (2018/19)

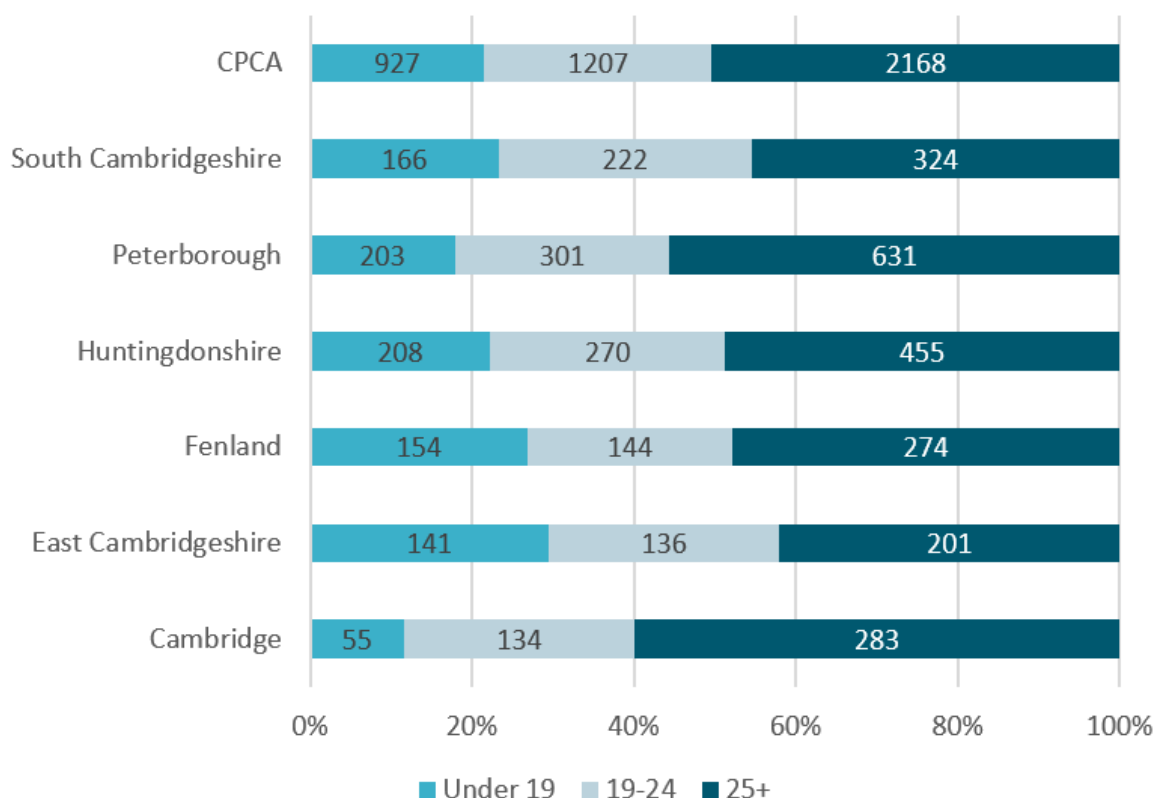


Apprenticeship uptake has been impacted by the Apprenticeship Levy and Covid-19.

The drop in apprenticeship starts between 2019/20 and 2020/21 was larger than the national average at -25% compared with -18%. The most popular subjects of business, administration and law; and health, public sector and care, made up around 60% of total apprenticeship starts, in line with national averages. Manufacturing apprenticeships declined from 16% in 2019/20 to 11% in 2020/21, but apprenticeship starts in construction, planning and the built environment doubled from 4% to 8% from 2019/20-2020/21, increasing to meet national levels⁸.

Across the area, half of all apprenticeship starts are being taken up by adults aged 25+, with Peterborough and Cambridge both recording higher proportions of starts by people in this age group. In Fenland and East Cambridgeshire cohorts tend to be younger, with a higher proportion of starts made by people under age 19. However, CPCA's apprenticeship cohort is getting older. In 2017/18, 44% of learners were aged 25+; by 2019/20 50% of learners were 25+. Meanwhile, over the same time period the proportion of starts by people under age 19 fell from 26% to 22%⁹. This follows a similar trend to nationally, but is at a slightly lower rate, with 23.6% across England.

Figure 9. Number and proportion of apprenticeship starts by local authority area (2019/20)



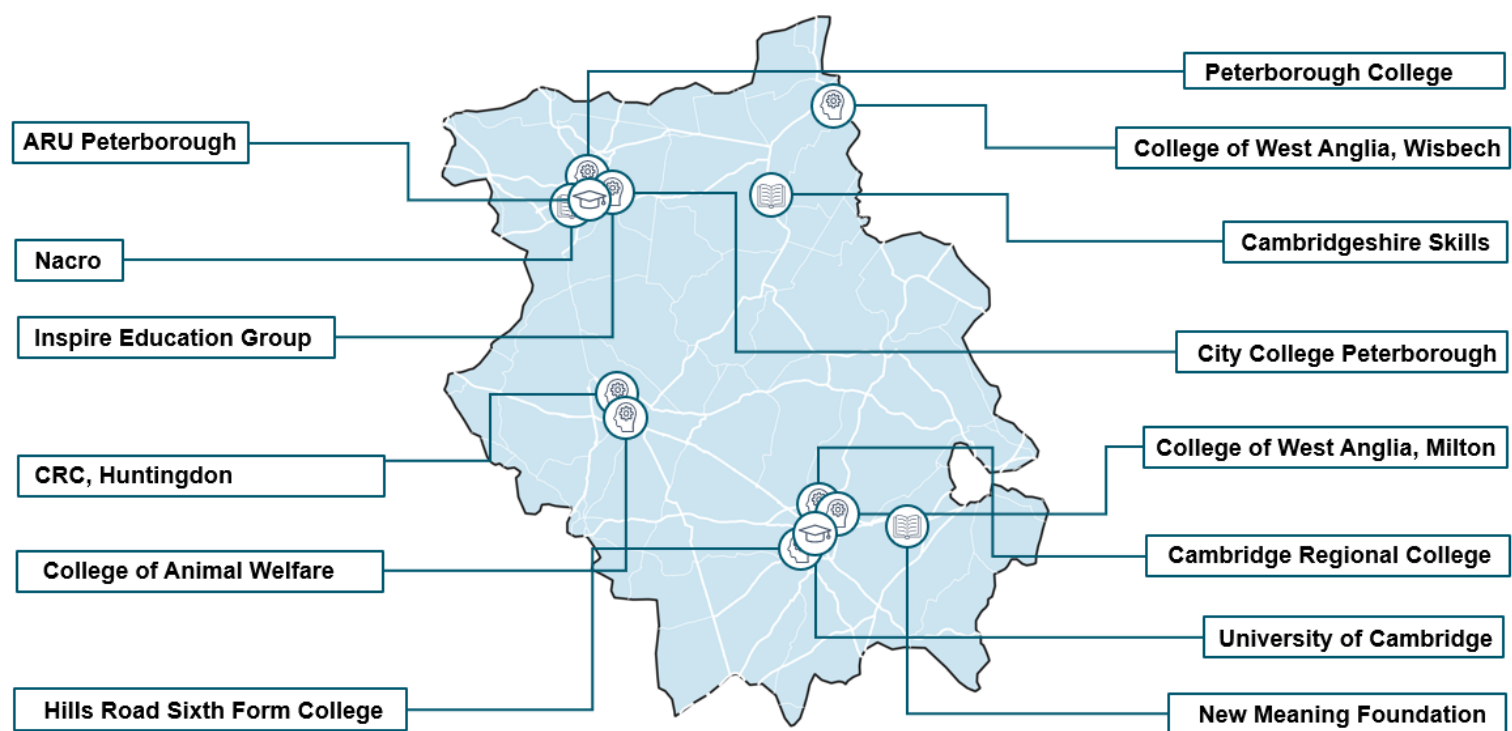
⁸ CPCA apprenticeships data (2021).

⁹ Metro Dynamics analysis for CPCA, *Covid-19 Labour Market Implications for Priority Sectors*, February 2021.

Current participation in Higher Education varies across the area. Huntingdonshire has 8% of its working population currently participating in HE, compared with 6.7% in Peterborough, 5.6% in East Cambridgeshire, 5.2% in Cambridge, 4.4% in South Cambridgeshire, and just 3.2% in Fenland¹⁰.

Education providers, whether on a campus or operating from a satellite site or other venues, play an important role as anchor institutions in their community - providing civic leadership, collaborating, driving investment to renew localities and raise aspirations. However, **patchy engagement with post-16/18 education is exacerbated by education estate and physical and digital access cold-spots** – notable in Fenland and East Cambridgeshire – and including connection and device access challenges for rural and deprived communities. This is an issue that has been identified in the CPIER and CPCA Skills Strategy 2019, and actions in the following sections build on developments already underway.

Figure 10. Education institutions and AEB providers across Cambridgeshire and Peterborough



Alongside variation in access to education and training across Cambridgeshire and Peterborough, there are **gaps in opportunities for work experience and exposure to role models** that showcase the range of occupational opportunities in the area. The implementation of T Levels coinciding with Covid-19 has added to the difficulty of students able to access work experience as part of their studies.

¹⁰ Metro Dynamics analysis of ONS Annual Population Survey (APS) data (2020).

Without priority given to careers education and advice at school and in HE and FE provision, **there are gaps in careers guidance, and soft and technical skills that employers need.** A focus on academic routes at school in combination with FE and HE providers incentivised to deliver qualifications rather than skills, means that opportunities are missed to upskill young people in Cambridgeshire and Peterborough for local jobs and future opportunities.

Employer access to talent

Of a total population of 860,000, around 405,000 residents are in employment, slightly above the national average at 76% compared with 75%. Of those in employment, 12% are self-employed, which is slightly below the national average of 13%. Slightly fewer employed people work part-time at 23% compared with 24% nationally.

The CPIER and the LIS identified life sciences, agritech, digital and advanced manufacturing as priority sectors for long-term, innovation-based growth in the region. However, these sectors account for just 20% of employment overall. Identified in the LERS were a set of recovery priority sectors, requiring focus as significant employers and suffering severe disruption from the pandemic: retail, hospitality and leisure, construction, transport, education, manufacturing, health and care.

Businesses, regardless of sector, are facing a raft of changes to which they are responding – including Covid-19 recovery, impact of Brexit, digitisation and Industry 4.0, transition to net zero, and changes and pressures on supply chains. These are driving new ways of working and demand for new technical skills from the workforce. The local knowledge and manufacturing based economy is well placed to innovate and build new opportunities around Industry 4.0 and net zero priorities. But, skills provision needs to both anticipate and respond to the range of changes for sectors and occupations across the area.

There has been resilience in jobs and recovery from Covid-19 – with lower than average furlough rates in Cambridgeshire and Peterborough – at 4.2% of the workforce compared with 5% nationally in August 2021. But **foundational sectors continue to face recruitment demand issues** as a result of Covid-19 and Brexit – for example, retail and hospitality vacancies have risen by 40.2.% and construction by 25% from February 2020 to May 2021¹¹. Overall in Cambridgeshire and Peterborough, job postings in September 2021 were 3% higher than across the UK, and 13% higher than pre-pandemic levels, and higher in every area except Cambridge (-5% lower)¹².

GVA and employment in the innovation-based growth sectors is strong and growing – maintaining Cambridgeshire and Peterborough’s role as an economic growth centre. GVA is also growing faster than average in these sectors across the area – at 9.4% compared with 8.6% nationally. Peterborough has the fastest growing GVA at 15%.

¹¹ Cambridgeshire County Council analysis of Burning Glass vacancies data (2021).

¹² Cambridgeshire County Council analysis of EMSI vacancies data (2021).

However, **overall productivity across all sectors has fallen slightly** by -1.1% compared with 1.2% growth nationally. Productivity has only grown in Peterborough – by 7.9%, and Huntingdonshire by 2.9%. Fenland has the lowest productivity and GVA levels in the area, and both are falling – by -11.6% and -4.1% respectively, as well as the lowest earnings in the area. The highest productivity levels are driven by manufacturing and in Peterborough and Huntingdonshire¹³.

Strong productivity and GVA performance in Peterborough is not following through to wages for residents. There is **large disparity in residents' earnings across the area**: Peterborough (with Fenland) has the lowest average earnings in the area, at £23,973 compared with £31,673 in Cambridge and South Cambridgeshire¹⁴. The impact of lower skill levels in places such as Fenland means that communities are struggling to benefit from the region's growth, threatening future opportunities.

Employment levels across the area are slightly higher than national average at 76% compared with 75%, but levels have fallen in Fenland, Huntingdonshire and South Cambridgeshire. Employment in innovation-based growth sectors is rising faster in the area than average at 17.4% compared with 6.6% nationally. However, the **positive growth in these sectors is not experienced evenly across the area** – with priority sectors clustering in specific places, for example, advanced manufacturing in Peterborough, Cambridge and South Cambridgeshire, and life sciences in Cambridge and South Cambridgeshire.

In Peterborough and the Fens, efforts to create new jobs in the area are intrinsically linked to efforts to raise local skill levels. **Providing a place's residents with access to higher-level skills ultimately has little or no effect on productivity or addressing local levelling up challenges without also stimulating the supply of higher value, good quality jobs** for those residents to go into.

Despite progress in recent years, skilled residents in Peterborough and Fenland still have limited job opportunities available to them in the local area. The current reality is that Peterborough and surrounding areas are deprived places, where low skills levels have historically limited wages, progression and quality of life.

One way to provide good quality jobs in a place is to support an innovation ecosystem to develop. The innovation ecosystem utilises a knowledge engine, such as a university or Research Institute, to produce new research which is then disseminated through the ecosystem¹⁵. Local businesses which are part of the innovation ecosystem can apply the research to their own processes or to customer solutions, raising local innovative activity, and with it, demand for workers with higher-level skills. The resulting effect is to create more higher-value jobs in a place through inward investment and business growth, which

¹³ Metro Dynamics analysis of ONS data (2019).

¹⁴ Metro Dynamics analysis of ONS Annual Survey of Hours and Earnings (ASHE) data (2020).

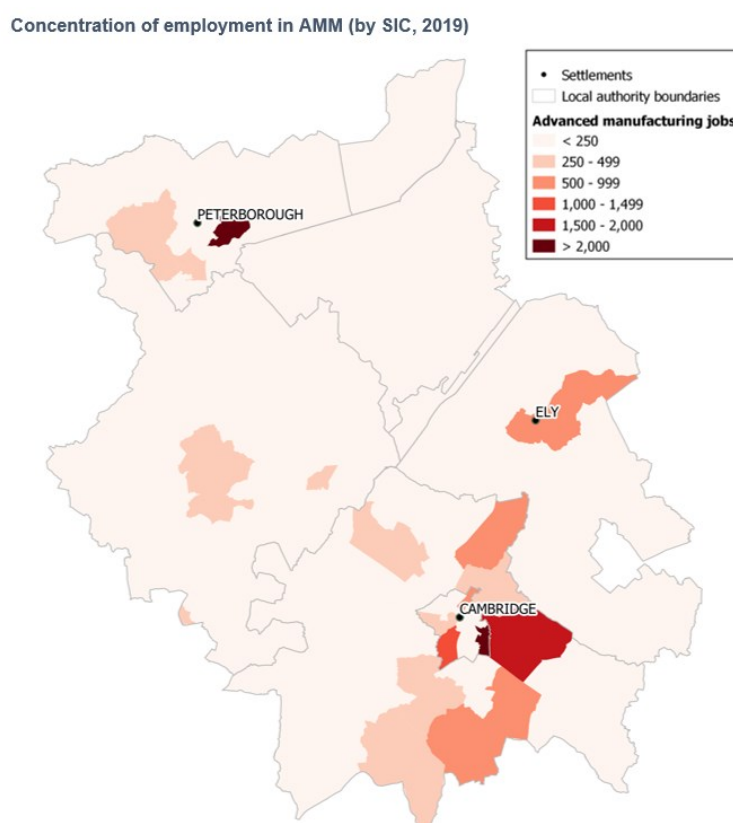
¹⁵ See Metro Dynamics' report 'Place Matters' for a detailed description of this process

are filled by higher-skilled residents, ultimately leading to increased productivity and levelling up.

The region has been held back by a fragmented innovation ecosystem. To take part in or benefit from knowledge intensive growth, residents need local access to relevant education pathways, aligned to available, high quality jobs. Without both the learning pathway and an employment opportunity, residents will miss out on the benefits of growth.

The CPIER identified the needs for enhanced infrastructure to support innovation, which is being delivered on through the development of ARU Peterborough. Expanding the reach of University of Cambridge and research assets in the south of the area will also be a key part of this. The below map shows through the example of concentrations in advanced manufacturing, the opportunity for progressing innovation in these areas. This requires intervening strategically to **concurrently raise local skill levels, local demand for skilled workers and create new jobs.**

Figure 11. Concentration of employment in advanced manufacturing¹⁶



¹⁶ Metro Dynamics analysis for CPCA, *Covid-19 Labour Market Implications for Priority Sectors*, February 2021.

The largest employed workforces proportionate to population in the area are in Huntingdonshire and East Cambridgeshire, where earnings are above average levels – offering opportunities and quality of life. **Clusters of employment in CPCA priority sectors are growing** in life sciences in South Cambridgeshire and Cambridge, advanced manufacturing and digital in Peterborough and Cambridge, and agritech in Huntingdonshire, East Cambridgeshire and Fenland. This provides opportunities for residents to benefit from growth with the right skills provision and support. However, priority sectors account for only 20% of total employment, and the CPCA Local Economic Recovery Strategy emphasises additional focus on the hardest hit foundational sectors that make up the bulk of employment.

High levels of self-employment in Fenland point to a strong entrepreneurial culture, but this is the only place that has more people self-employed than employed in a sector prioritised for innovation based growth. Fenland's self-employment rate is the only place above national average at 18.7% compared with 13%. This with low overall earnings in Fenland indicates limited employment opportunities. Fenland, Peterborough and Huntingdonshire all have lower recent increases in employment levels, closer to (or lower than) the national average than the CPCA average, with much sharper increases in self-employment.

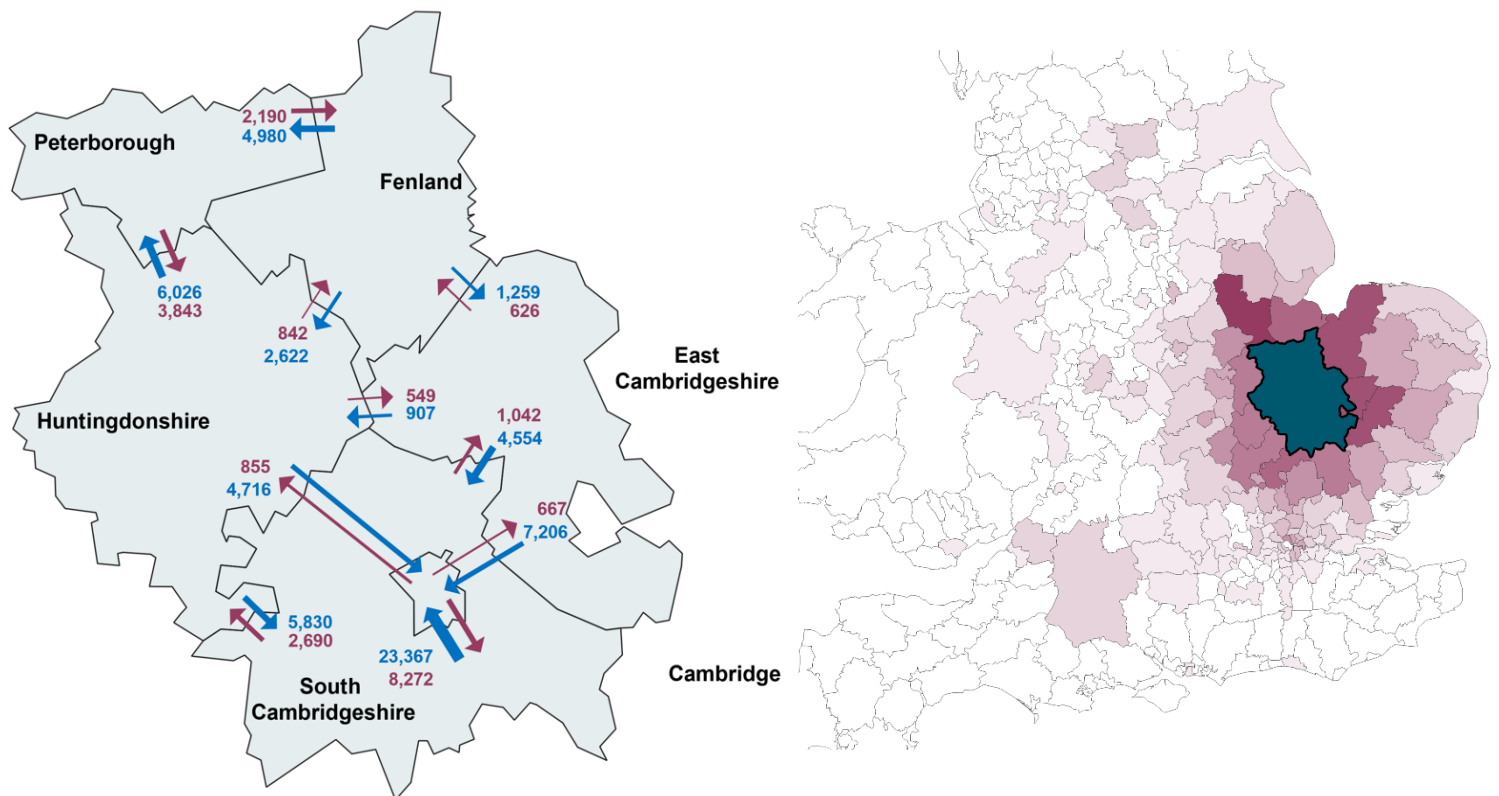
This indicates **barriers into work, including lower jobs density levels and reinforces the importance of job creation, as well as training, as an important component of up-skilling in some areas.** Fenland has the lowest jobs density at 0.68, and East Cambridgeshire at 0.74 and Huntingdonshire at 0.83 have lower jobs density than the national average of 0.87. Peterborough, Cambridge and South Cambridgeshire's jobs density is higher than average, and Cambridge and South Cambridgeshire's levels are above 1, meaning there are more jobs available than working age populations.

Travel to work flows show on the following map to the left net inflows to Peterborough and Cambridge, and net outflows from Fenland, East Cambridgeshire, South Cambridgeshire and Huntingdonshire. (This data should be caveated that it is based on 2011 census data but demonstrates long-term trends). Fenland in particular is not well connected to jobs clustering in Cambridge and South Cambridgeshire, reducing access to opportunities.

The below map to the right also shows that commuting out of the CPCA area is concentrated in the surrounding areas, with links into London and other major cities, but particularly to the North and east of Peterborough, Fenland, East Cambridgeshire and South Cambridgeshire, into Lincolnshire, Norfolk and Suffolk.

This suggests two priorities – connecting people to places where jobs are concentrated, and creating good jobs where connectivity is more limited.

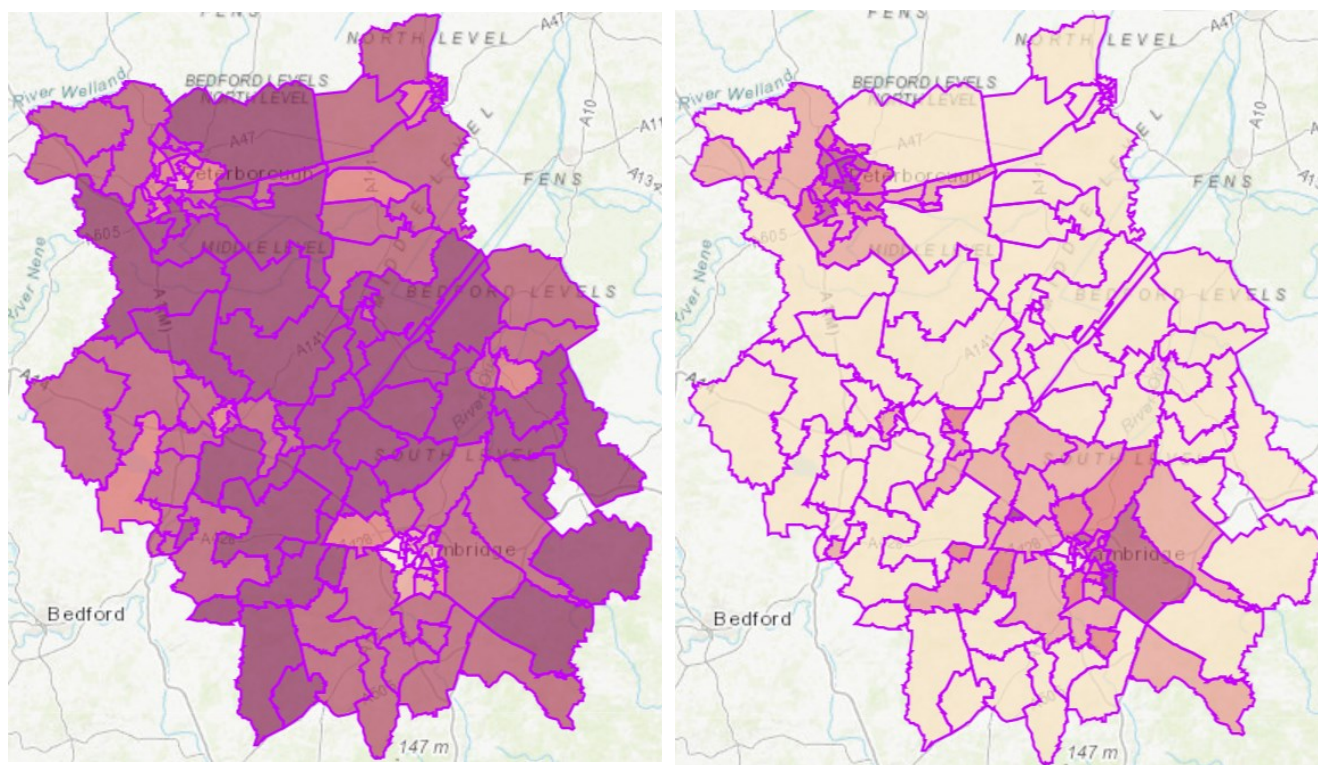
Figure 12. Travel to work flows across Cambridgeshire and Peterborough and to surrounding areas (2011 census data)¹⁷



Connectivity challenges across the area are illustrated by the below maps, contrasting the proportion of people who travel to work by car or van with the proportion who travel by bus. Bus connectivity into and around Cambridge appears to be wider than around Peterborough, with real cold spots in Fenland, East Cambridgeshire and Huntingdonshire. The developing CPCA Local Transport and Connectivity Plan aims to address specific local priorities to support the labour market, better connecting people to work and learning.

¹⁷ Metro Dynamics analysis of Travel To Work Census Data (2011).

Figure 13. Proportion of people who travel to work by car or van (left) compared with by bus (right) (2011 census data)¹⁸



Across the area, **population growth is outstripping jobs growth**, with a recent -4.8% fall in employment levels against a 0.7% rise in working age population, indicating further future issues in residents finding job opportunities – particularly in Fenland¹⁹. Creating and growing good jobs across the area, sectors and businesses will be a priority for the CPCA Economic Growth Strategy.

Providers and place leaders experience inconsistent articulation of skills needs from employers, and there has been a narrow strategic focus on higher level skills and sector level strategies for CPCA’s innovation-based growth sectors. Employers experience a lack of access to information on labour availability locally and up to date intelligence on content of skills provision locally. Further **information and collaboration on recruitment and skills needs as well as provision** could be better joined up between employers and providers – including longer-term trends affecting skills demand in future. This would build on the ongoing Growth Works programme, and making the most of Cambridge Ahead and Opportunity Peterborough networks.

The area is starting to fall behind the national average on higher level skills. The proportion of the working age population qualified up to level 3 is rising at 2.3% compared with a fall of 0.1% nationally. This could be positive, however, the proportion of people

¹⁸ Cambridgeshire Insights method of travel analysis

¹⁹ Metro Dynamics analysis of ONS Business Register and Employment Survey (BRES) data (2020).

whose highest qualification is a level 2 is also rising against a national fall, and qualifications at level 4+ are growing more slowly than average.

Currently levels of higher skills are in line with the rest of the UK at 43% of the working age population qualified at level 4+, but this rate is growing more slowly than average, and there is large variation between places. Rates range from 60% of the working population in Cambridge to 27% in Fenland. Rates are rising fastest in Huntingdonshire at 6.7%. But in Fenland, Cambridge and East Cambridgeshire, rates are falling²⁰.

The occupational structure varies significantly across the area. In Cambridge, 53% of residents are working in occupations at skill level 4 (jobs which typically require a degree or equivalent period of relevant work experience), compared with just 14% in Fenland and with 31% nationally. All areas have lower than average rates of level 3 workers. In Huntingdonshire, Fenland, Peterborough and East Cambridgeshire, around 32% of the workforce is employed in level 2 roles (in line with national averages). Fenland and Peterborough have much higher than average level 1 workers – at 18.3% and 17% respectively compared with 9.2% nationally. Levels reflect the five highest employing occupations across the area: sales and retail assistants, administrative occupations, care workers and home carers, elementary storage occupations, and nurses²¹.

Across the area, the main skills gaps are in mid-level, skilled roles, those which require strong work-related and/or technical training. Considering these skills needs, the lower occupational levels, and fall in employment levels, in places such as Fenland, **a drive for increasing higher level skills alone will not address barriers facing residents and the structure of jobs and businesses**²². There needs to also be a focus on growing local businesses, and creating and attracting new jobs to the area, particularly considering the higher likelihood of school leavers entering work rather than continuing education, as seen above.

Life-wide and lifelong learning and training

With an ageing society, **people will be working for longer and changing jobs more throughout their careers**. This reflects the need for 'life-wide' learning as well as 'lifelong', as careers are becoming less and less linear, with people having a portfolio of jobs and experience throughout their lives. Life-wide also reflects the ability for people to pursue learning in the community and through life experiences outside of direct job-related, or formally delivered training.

This with changes facing the economy in the coming years will require a skills system that can respond to local employer needs, and individuals' ambitions and individual technical and soft skill gaps. Currently, access to careers guidance and advice beyond an educational setting is lacking.

²⁰ Metro Dynamics analysis of ONS Annual Population Survey (APS) data (2020).

²¹ Metro Dynamics analysis of ONS Annual Population Survey (APS) data (2020).

²² Metro Dynamics analysis of DfE Employer Skills Survey (ESS) data (2019).

Enhanced **life-wide and community learning**, and personal development not specifically related to work, provided in a community setting would support this. In 2019/20, 17% of CPCA Adult Education Budget spending was allocated to community learning²³, and the CA aims in the upcoming commissioning period to allocate 20% of funding to community learning.

Transitions between jobs, employers, occupations and roles will become more important as driving trends play out in the local economy. Industry 4.0 and automation, potentially accelerated by labour shortages currently being experienced from the effects of Covid-19 and Brexit, are expected to impact priority sectors in Cambridgeshire and Peterborough. Agritech has the highest exposure to automation at 49% of employment exposed, with 43.9% of employment not overlapping with other priority sectors. Advanced manufacturing faces 39% of employment exposure, with 33% for digital and 31% for life sciences. These four sectors also have more overlapping occupations in other sectors, ranging from 74.2% to 79.9%²⁴. Reskilling will be a clear challenge in the coming years, particularly in areas with concentrations of agriculture and manufacturing.

As we transition to net zero with national targets set by 2050, and with CPCA committing its own operations to becoming net zero by 2030, **skills and recruitment needs will grow in order to decarbonise sectors.** There are differences between places in the upskilling need to create green jobs. A concern is that those places with the most significant education-access cold spots also have the potential to require the most green upskilling.

Figure 14. Proportion of jobs that will require upskilling to become green jobs²⁵

	% of jobs requiring upskilling
Great Britain	10.6%
CPCA	10.7%
Fenland	13%
East Cambridgeshire	12%
Huntingdonshire	12%
South Cambridgeshire	12%
Peterborough	11%
Cambridge	7%

²³ CPCA, Evaluation of Adult Education Budget (2020).

²⁴ Metro Dynamics analysis for CPCA, *Covid-19 Labour Market Implications for Priority Sectors*, February 2021.

²⁵ PCAN, LSE, University of Leeds, Just Transition Jobs Tracker (2021).

Higher workplace training rates in Peterborough and Fenland (with 25.4% and 27.8% reporting receiving training in the last quarter, compared with 11.9% in Cambridge) demonstrate that residents can, and do, access up to date work experience and skills – including digital, technical and soft skills - at work²⁶. However, linked to lower progression from school into FE, HE, and apprenticeships, this also signals that **pre-work education is leaving residents in these places with gaps in job related, technical, and/or soft skills that employers need, and there is a lack of range in the offer of work-related training from providers**. The CPCA's Adult Education Budget can therefore play a key role in work-related training based on employer needs.

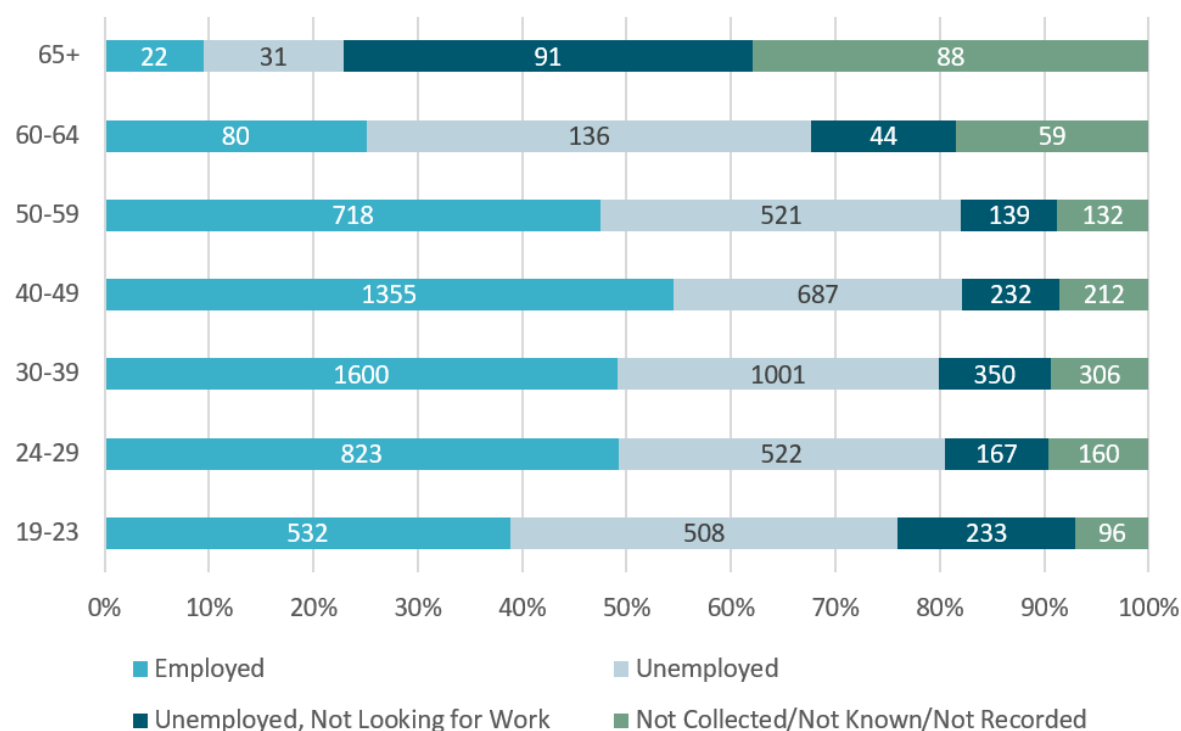
Learner participation in courses funded by CPCA's Adult Education Budget grew from the first year of devolution in 2019/20, from 8,421 to 9,097, this is despite the disruption to learning caused by Covid-19. Courses with the most enrolments in 2020/2021 so far are health, public services and care; preparation for life and work; and information and communication technology.

Of 14,067 enrolments in 2019/20 (some students enrolled more than once), almost half were in preparation for life and work, while another quarter are in health, public services and care. Peterborough accounts for almost half of all enrolments at 6,720, with the remainder of enrolments spread across the other districts.

As cohorts age, learners are increasingly likely to be employed at the time of their enrolment, up until cohorts aged 50+, when the likelihood of being employed at the time of enrolment begins to decrease. Older cohorts also tend to have higher prior education attainment levels, although it should be noted that in older age groups the proportion of 'unknown/missing' attainment levels increases, making it hard to confirm a trend.

²⁶ Metro Dynamics analysis of ONS Annual Population Survey (APS) data (2020).

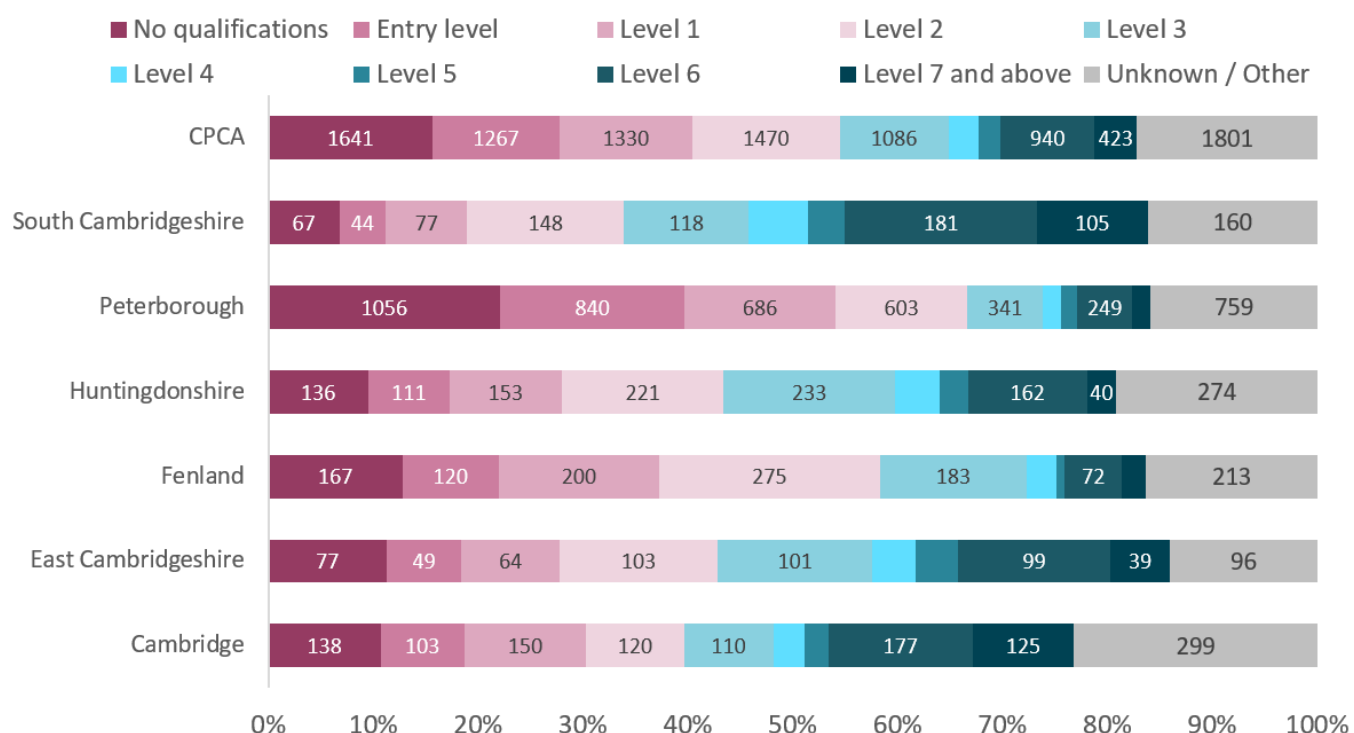
Figure 15. Prior employment status of CPCA AEB learners by age group (2019/20)



Across the area, 55% of learners who enrolled in AEB courses had level 2 or below prior education levels, including 15% of learners with no qualifications at all. Again, this varies by place: only in Fenland and Peterborough do the proportions exceed half of enrolments, at around 60% and 65% respectively. Across other districts, more learners start at higher prior attainment levels²⁷.

²⁷ Metro Dynamics analysis for CPCA, *Covid-19 Labour Market Implications for Priority Sectors*, February 2021.

Figure 16. Prior education attainment levels of CPCA AEB learners by age group (2019/20)



There are barriers to people being able to take up the skills provision currently available for adults. This is important in an area with rural communities, where transport and digital connectivity remain major barriers to learning for many, combined with other health, financial, childcare, and mental health barriers that people in more deprived and isolated communities face.

Inflexibility and length of courses, with a **focus on qualifications rather than agile skills provision**, also presents a barrier to entry for people who may have particular job relevant upskilling or reskilling needs, but without the need, financial resources or time to pursue further formal qualifications.

Support into and between work

Sustained support is required for people experiencing multiple and complex barriers to education and labour market entry. Current support being provided through European Social Fund (ESF) funded projects alongside Department for Work and Pensions (DWP) programmes will need to continue in a new funding landscape. However, there will also be a need to support people into and between work who are not picked up by the DWP system.

Covid-19 has triggered significant increases in Universal Credit and Jobseekers Allowance claimants, weakening the past strength of the area having below average levels of claimants. Claimants (JSA and UC) has risen by 96%, affecting 4.2% of the working age

population, compared with 5.3% nationally between March 2020 and August 2021²⁸. Continuing close working with DWP, DfE and partners will be important to maximise the impact of Kickstart, Restart, Digital Skills Bootcamps, the health and care sector work academy, traineeships, and the Lifetime Skills Guarantee.

Economic inactivity has risen by 19.7% compared with a fall nationally of -4.4% during the pandemic, so rates are about in line with national averages at 21%. The rate for students is higher in Cambridgeshire and Peterborough at 34% compared with 26.8% nationally. This is far more pronounced in certain places, with a very large rise in students in Huntingdonshire of 417.6% and South Cambridgeshire of 134.9%, compared with a fall of -21.1% in East Cambridgeshire and -1.8% in Peterborough²⁹. In response to the rise in inactivity, a priority area will be supporting people into work from study and back into work for those who have left the labour market. Supporting employers with job creation and matching in communities will also be key.

Many of the jobs hit hardest by Covid-19 are often held by young people. As seen above, pre-pandemic, the proportion of school leavers at 18 progressing into an unstained destination were below average in every place except Peterborough and Fenland, with rates of 15.3% and 13.9% respectively compared with 13.3% nationally³⁰. However, **the rate of NEETs (young people not in education, employment or training) across the area in 2021 is low**, at 2.5% across Cambridgeshire, and 4.3% in Peterborough, compared with 9.3% across the UK³¹. A new NEET strategy has been developed for the area, which will have targeted measures to continue to reduce the NEET population.

Overall economic inactivity and unemployment levels have moved closer to national averages, indicating inequality and gaps in people having the experience, exposure and opportunities – from providers and employers – to lead their own learning and career development. It is hard to predict the extent to which these patterns will hold, as recovery continues and the area moves to a ‘rebound’ position. However temporal, this has been a significant change from the norm in the area, the impacts of which must be addressed and future recurrence mitigated for.

²⁸ Metro Dynamics analysis of ONS claimant data (2021).

²⁹ Metro Dynamics analysis of ONS Annual Population Survey (APS) data (2020).

³⁰ Metro Dynamics analysis of DfE school leaver destinations data (2019).

³¹ CPCA NEETs data (2021).

3 Where we want to be

Pre-existing priorities

CPCA's 2019 Skills Strategy was underpinned by the findings of the CPIER and aligned with the aims of the 2019 Local Industry Strategy (LIS), which sets out how Cambridgeshire and Peterborough will maximise the economy's strengths and remove barriers that remain to ensure the economy is fit for tomorrow's world. It supports the aims of the National Industrial Strategy by boosting productivity in Cambridgeshire and Peterborough.

Figure 17. CPCA 2019 Skills Strategy in summary

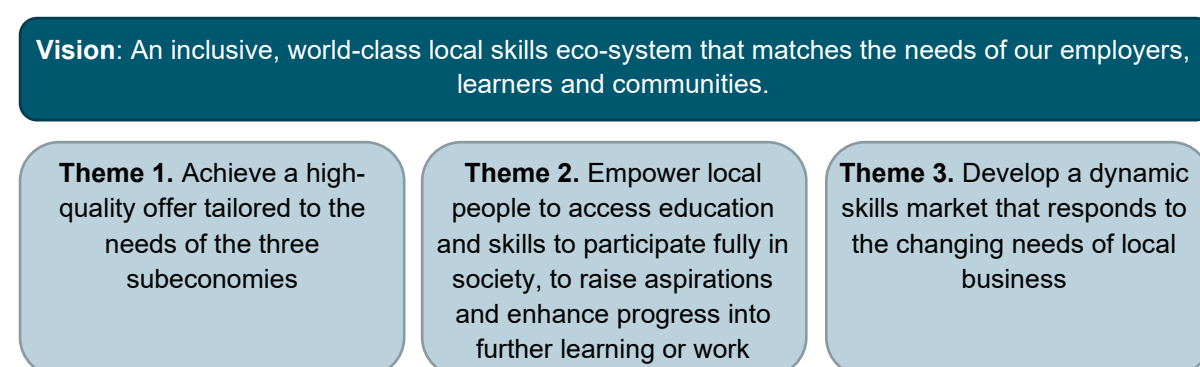
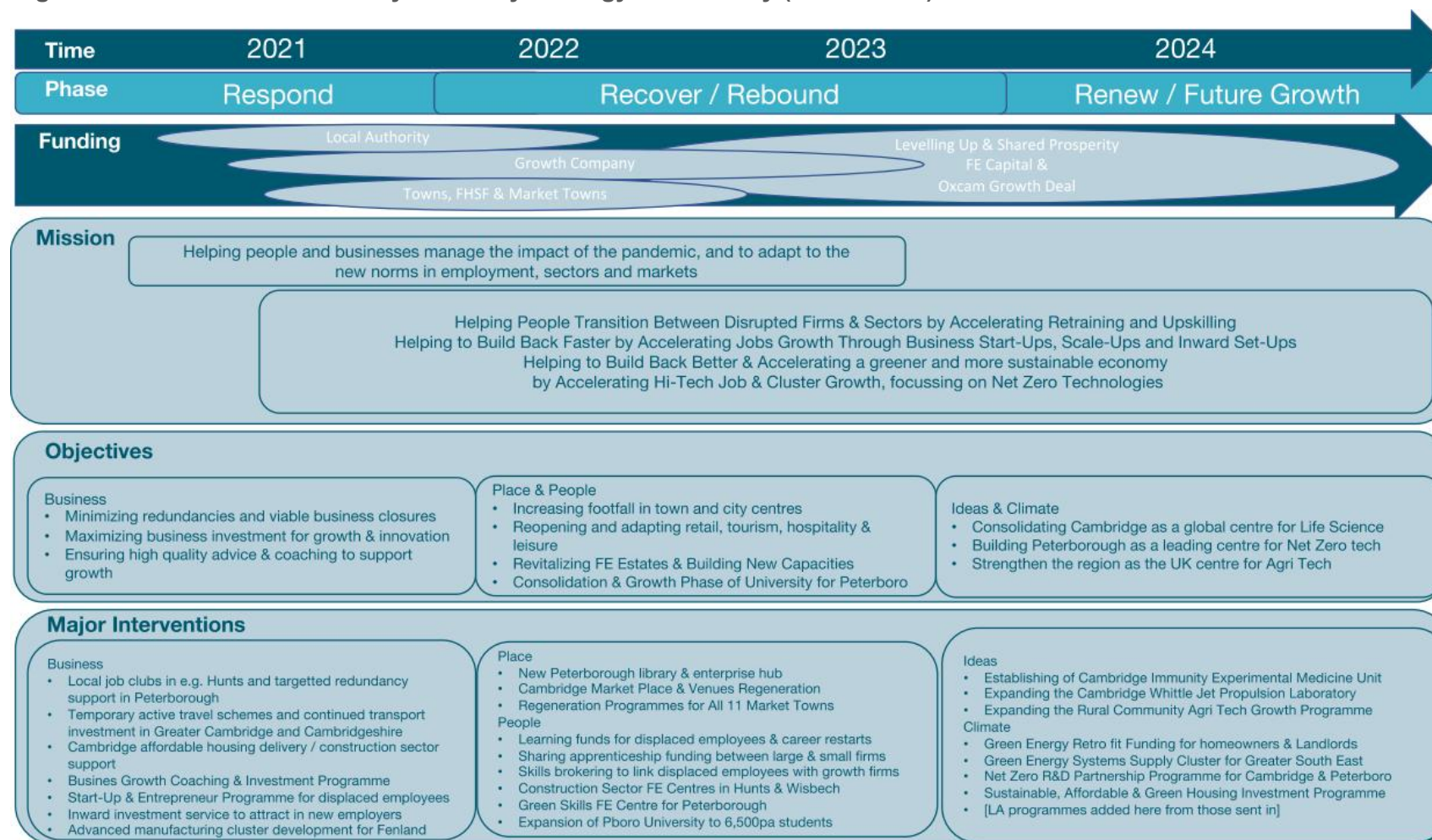


Figure 18. CPCA 2019 Local Industrial Strategy in summary

People	Ideas	Business	Infrastructure
Through local collaboration and strong leadership, deliver a fair and inclusive economy by empowering local people to access the education and skills needed to meet the needs of the local economy and business, both now and in the future	Ensuring that the area's economic base grows by harnessing innovation, enhancing Cambridge's position nationally and globally, especially around life science, AI and data technologies, whilst bringing innovation-based growth to Peterborough and the Fens too	Accelerating and sustaining higher levels of business growth in start-ups and scale-ups, whilst attracting new and more knowledge intensive firms to our economy, to drive both growth and productivity	Enhancing the current transport and housing infrastructure that is hampering growth in the south, whilst investing in commercial infrastructure to bring inclusive growth to the north
Place Tailoring interventions to meet the needs of our cities and districts at local level			

The area's Local Economic Recovery Strategy (LERS) set out how CPCA will accelerate the recovery, rebound and renewal of the economy, helping people affected, and achieving the ambition to double GVA by 2042 in a digitally enabled, greener, healthier and more inclusive way.

Figure 19. CPCA Local Economy Recovery Strategy in summary (March 2021)



As noted in the introduction, few would question the ongoing relevance of the mission at the core of *Developing Talent* and the LERS, and many good things have been achieved through the actions flowing from it, as shown below. However, there is also still work to do.

Figure 20. Progress on 2019 Skills Strategy actions

2019 Strategy action	Progress
Opportunity Area to improve education in Fenland and East Cambridgeshire	In progress – received additional year of funding from DfE – want to make more progress on skills and market towns
Skills brokerage service and strong early engagement between businesses and providers including in careers advice with targeted support on STEM, T Levels, employer outreach, work readiness and careers pilots	Achieving – skills brokerage service launched in February 2021 as part of Growth Works
Apprenticeship Levy pooling to improve access for SMEs, and provide placements through sector academy apprenticeship hubs across the area	Achieving – apprenticeship Levy pooling mechanism in place, CPCA Skills, Training, Apprenticeship and Recruitment Hub in place
Connect local businesses in key sectors to the Digital Talent Portal for greater visibility of talent for employers and attracting young people to jobs through social media	Achieving – digital talent portal launched as part of Growth Works
Health and care sector work academy – 2,100 new learners	In progress – lower levels of uptake so far than expected – the project has been reprofiled with DWP to run to 2023
University for Peterborough that raises HE participation and aspiration, and delivers technical courses aligned to local employers' needs and jobs of the future	In progress – ARU Peterborough in development and on track to open in 2022, awaiting outcomes
Work and Health Programme to support progression of adults into work who have become disconnected from the labour market	Achieving – DWP Restart contract with Reed replaced Work and Health Programme to operate over next 3 years
Achieve a skills base that matches business needs through funding and programmes that CPCA has responsibility for – map AEB provision and improve provision through transition pilots and sector focused retraining schemes	In progress – sector retraining schemes launched in 2020, AEB progressing – fewer learners in 2020 than 2019 due to Covid-19
Lobby Government for further devolution opportunities and to shape skills reforms to make an outcomes based and business led skills system	In progress – further lobbying on further devolution and local control of funding for skills, including National Careers Service and Careers and Enterprise Company activity
Sector pilots and skills hubs to overcome rurality with transport links	In progress – Chatteris hub in development

An updated vision

Building on the ambition for Cambridgeshire and Peterborough set out in the 2019 Skills Strategy, the updated vision to unlock potential for all across the area is for:

A successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable and healthy communities and enabled by an inclusive, world-class local skills system that matches the needs of our employers, learners and communities.

Going further than the 2019 Strategy, this document also sets out what this vision means for each of the groups interacting with the skills system: people, employers, providers and place leaders:



People experience fulfilment and good physical and mental health with productive, quality working lives. They drive their own learning and career journeys and feel confident to enter and re-enter the labour market over the course of their lives. They can access support and learning to meet their personal and work ambitions when and how they need.



Employers are providing good quality jobs; have the skills they need in their staff and can recruit the right person for the right job. They understand their skills needs and their inputs shape an agile, responsive skills system that delivers a regional pipeline of talent, matched to job opportunities to support strong businesses and enable business growth.



Providers work collaboratively across Cambridgeshire and Peterborough in an integrated education and skills system to deliver learning, qualifications, careers education and support to enable people to enter the labour market in the ways that suit individual's needs and ambitions.

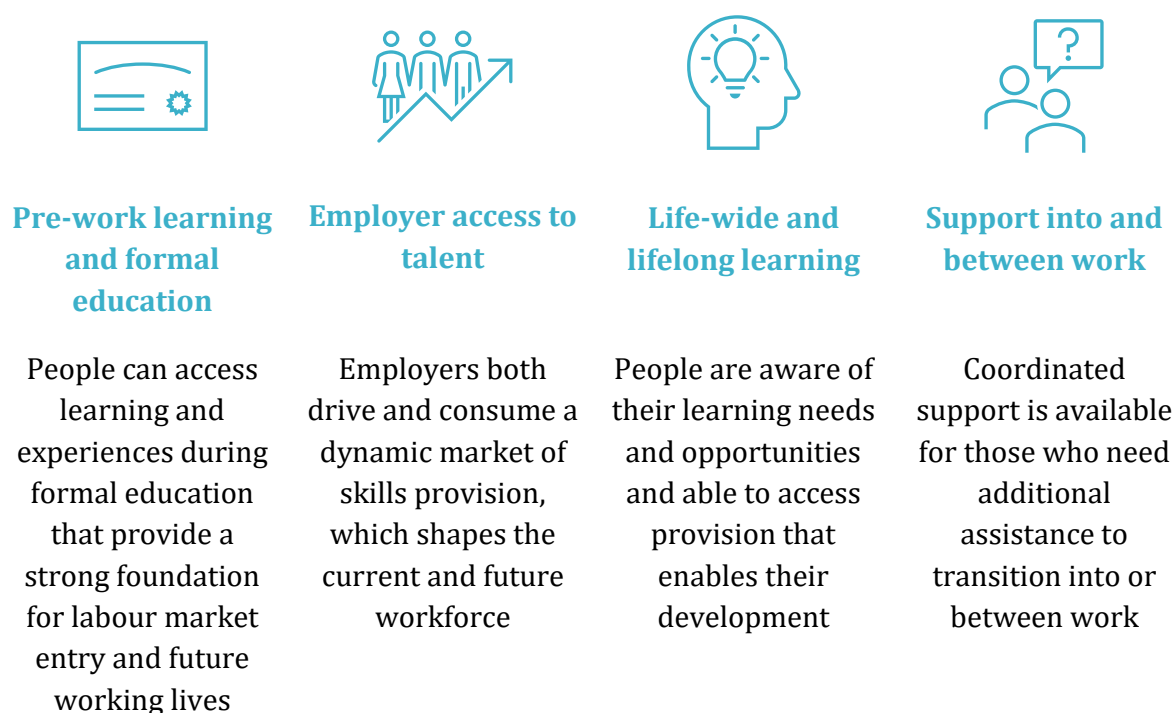


Place leaders secure outcomes for the whole place, convening and supporting collaboration between employers and the integrated skills system, as well as linking into other local services for people across Cambridgeshire and Peterborough to lead healthy lives and fulfilling careers.

These vision statements may read as common sense, but the system across the area struggles (and has historically struggled) to deliver these experiences. There is more that can be done so that people are universally drivers of their own personal development, learning and careers journeys, and can access the support they need, so that employers can get the skills they need for their staff, so that providers work collaboratively across our area, and so that the Combined Authority and place leaders empower, enable and convene. More, and more effective, collaboration between all parties in the system is critical to achieving this as the status quo in the future.

The updated vision also defines new themes on which to focus our strategy. These reflect the four areas where residents and employers can benefit most from an ambitious skills system that supports the development of life and work skills, and through which the area grows a strong and inclusive labour market.





Figure 21. Core themes for employment and skills



Whilst the detail of the action required to ensure these elements are in place will evolve as time passes and the context changes, these themes should remain stable, setting the direction *and* providing a reference point to maintain course.









To guide action under each of these themes a set of long-term outcomes has been identified. Set out on the following page, these outcomes will steer the work of partners across the area in achieving the vision and enabling people, employers, providers and place leaders to experience the skills system in this way.

Figure 22. Long-term outcomes

<p>Pre-work learning and formal education</p>  <ul style="list-style-type: none"> • People understand how their ambitions can be realised through learning and training and are connected to opportunities, experiences and role models. • Providers have increased numbers of students taking courses and apprenticeships aligned both to local job opportunities and their interests and ambitions. • Providers are outcomes driven, progressing learners into and between jobs and careers with the skills – from basic employability to soft skills, to technical capabilities that employers need. • The skills system enables social mobility through equal access to career advice, education, skills, and employment opportunities. 	<p>Employer access to talent</p>  <ul style="list-style-type: none"> • Employers can access a pipeline of skilled people seeking to move into the workforce and the right skills development training for their current staff. • Employers can easily access – physically and digitally - and navigate support to adapt their workforce planning in response to structural changes in the economy. • Employers can and do articulate their skills needs both in terms of long-term workforce planning/strategy (skills for which they have consistent/repeating demand over time) and short-term workforce demand (skills which for which they have an immediate, unmet need). • Employers have well defined and designed jobs, for which the skills requirements and development prospects are clear to staff and candidates. • Providers collectively plan, design and deliver learning and training provision responding to employers' long-term needs and can respond with agility to short-term demand.
<p>Life-wide learning and training</p>  <ul style="list-style-type: none"> • People are drivers of their own learning and work journey, making informed decisions about the selection of training, development and work activities that are right for them. • People are equipped with the soft and technical skills to respond to opportunities in the labour market and see clear pathways into and between a variety of occupations and careers. • People can access - physically and digitally – and navigate an agile and responsive skills system to upskill and reskill throughout their careers. • Providers are outcomes driven, progressing learners into and between jobs and careers with the skills – from basic employability to soft skills, to technical capabilities that employers need. 	<p>Support into and between work</p>  <ul style="list-style-type: none"> • People can access support into education and employment how and when they need it, at any point in their lives and whatever their starting point. • Place leaders collectively reduce barriers – health, mental health, digital and connectivity – for people to access learning, training and employment.

CPCA will hold itself and partners to account to these outcomes with clear set of progress indicators, working as a set of measures cutting across our groups and themes:

Figure 23. Progress measures

Group	Indicator	Pre-work learning and formal education 	Employer access to talent 	Life-wide and lifelong learning 	Support into and between work 
People 	Economic activity (increasing)				✓
	Low or no qualifications (decreasing)	✓	✓	✓	
	In work universal credit (decreasing)				✓
Employers 	Median wages (increasing)		✓	✓	
	GVA and productivity (increasing)		✓		
	Skilled jobs (increasing)		✓		
Providers 	Participation rates (increasing)	✓		✓	
	Progression at 18 into FE, Vocational and HE (increasing)	✓			
	Skill levels (increasing)	✓	✓	✓	
Place Leaders 	Employment levels (increasing)		✓		✓
	Economic inactivity (decreasing)				✓
	Travel to work and learn times (improving)	✓		✓	✓

4 How we will get there

Setting a direction

This vision for the skills system is a long-term project. The starting point is ensuring that short-term strategic priorities are approached as a step in the right direction towards longer-term change.

In order to deliver on short-term priorities, CPCA will set strategic delivery plans with five-year terms that will form part of the wider Business and Skills Strategy. CPCA will develop and agree with partners detailed action plans, addressing short-term priorities and objectives that will move forward the process of delivering the long-term vision. Progress on these will be monitored and priorities calibrated prior to setting out a subsequent strategic plan.

The detail of the strategic action plans will be developed with partners across the area, to agree respective roles and responsibilities in delivery. These action plans will need to take into account:

- **Things already in motion** - activities/interventions which are funded, approved and are either already being delivered or which will be delivered over the next five years.
- **Things needed in the future** - activities/interventions which are needed to underpin longer term and future development/growth, for which additional exploration, investment and potentially system change will be required.

Actions needed in the future can be achieved through a number of mechanisms:

- Making use of existing structures in order to deliver new projects/programmes. For example, directing the devolved Adult Education Budget, expanding the CPCA Growth Works programme, and delivering ongoing programmes with partners such as Sector Based Work Academies and Restart. This may also include forming new sector groups, or modifying place-based structures that sprang up in response to Covid-19.
- Bidding into upcoming funding opportunities and making the case for devolved control to the Combined Authority – importantly the Levelling Up Fund (LUF), UK Shared Prosperity Fund (UKSPF), and the National Careers Service, as well as integrating new activity into projects currently being developed, such as ARU Peterborough.

Together partners across the area also need to start preparing the ground now for some bigger change projects that the vision and outcomes call for. Some of these can be contributed to by shorter-term projects, but they will need further scoping and iterative development to ensure all partners and stakeholders are brought along the change journey.

Linking to national policies and strategies

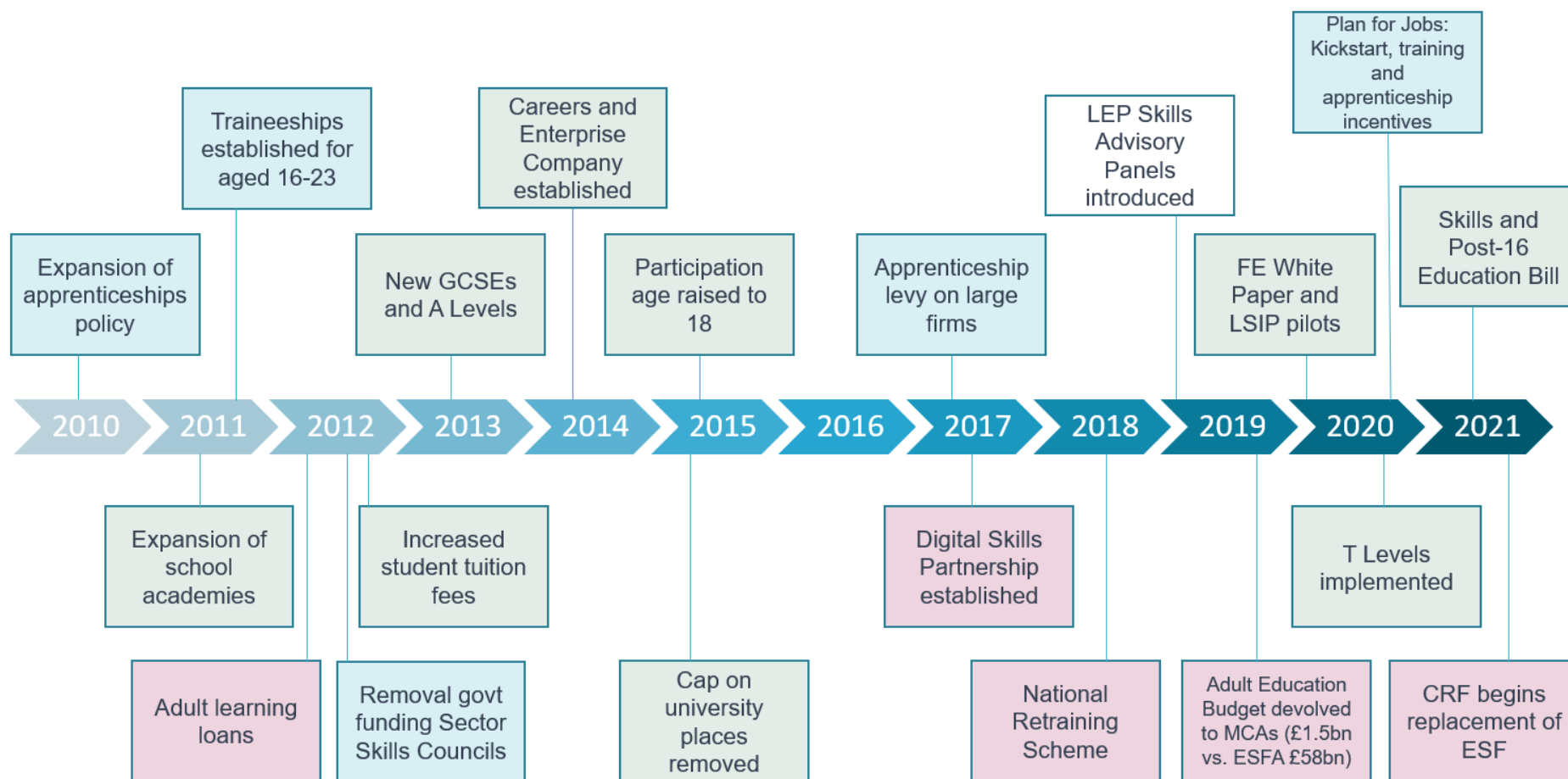
A number of Government policies and strategies are directly relevant to the strategic priorities in this skills strategy and will shape the future of funding and devolution through which it will be delivered. Partners across the area must work together to ensure these are leveraged optimally for Cambridgeshire and Peterborough.

Skills is a busy policy landscape. As shown in the timeline over the page, the last 10 years have seen a succession of re-shaping policies. The period has also seen legislative change, in 2017 both the Technical and Further Education Act and the Higher Education and Research Act brought the most significant changes for decades. As this Strategy is written, the Skills and Post-16 Education Bill is passing through Parliament.

In the short-term, the following strategies will be key to shaping the local response:

- **HMT's Plan for Jobs (2020)** brought together labour market support programmes delivered through DWP and DfE – Kickstart, Restart, apprenticeship and traineeship incentives, Lifetime Skills Guarantee. This focuses on supporting jobs with direct help for individuals to find work and upskill, protecting jobs in those sectors hit hardest by the pandemic, and creating jobs and training opportunities.
- **HMT's Plan for Growth (March 2021)** sets out the vision for 'building back better' through pillars of infrastructure, skills and innovation as key to the UK's recovery from Covid-19. The Government wishes to improve productivity and level-up the UK whilst increasing high-quality skills provision and training, and transforming FE. This will in part catalyse the development of creative ideas and technologies that will shape the UK's future high-growth.
- **The connected Innovation Strategy (September 2021) and Net Zero Strategy (October 2021)**, aims at boosting Britain's role as a including proposals to make the UK a Scientific Superpower and including policies to boost renewable energy production and heating, power and transport innovation.
- **DfE's Skills for Jobs White Paper (2021)** set out current legislative reforms in technical education that is currently being passed into legislation through the Skills and Post-16 Education Bill. Focusing on skills gaps at higher technical levels that risk the UK falling behind its global competitors, reform aims to transform the skills system to put employers at the heart of the system and to make training a lifelong and flexible option for all.
- **A Levelling Up and Devolution White Paper** is anticipated from Government, setting out its approach to developing growth in places and further plans for devolved powers and funding in England. This is against the backdrop of expected decisions on future growth and skills funding through the UKSPF.





Figure 24. Key national skills policy developments 2010-2021



Short-term priorities

Focus now and in the first five years will be on the following short-term priorities:

Figure 25. Short-term priorities

<p>Pre-work learning and formal education</p> 	<ul style="list-style-type: none"> • Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance • Widening education access and participation to make education more inclusive and the student body (and future workforce) more diverse • Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations • Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building
<p>Employer access to talent</p> 	<ul style="list-style-type: none"> • Supporting Covid-19 recovery, growth and net zero transition by developing priority skills and responding to acute issues • Driving up and sustaining employers' engagement with and influence on education and training • Embedding modern work practices and conditions and improving job quality
<p>Life-wide and lifelong learning</p> 	<ul style="list-style-type: none"> • Improving access to careers information, advice and guidance at any age • Providing support to upskill and reskill in response to economic restructuring (e.g. following Covid-19, Brexit, further digitisation, as net zero transition intensifies) • Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g. short courses/ online/blended learning). • Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders
<p>Support into and between work</p> 	<ul style="list-style-type: none"> • Supporting unemployed and NEETs into training and employment • Providing support for disadvantaged groups to access the labour market • Targeting support for Covid-19 recovery and transitions for displaced workers

The CA's role in delivering this is as a place leader with partners, and convener of skills provision across Cambridgeshire and Peterborough. It will continue to expand its delivery and direction of adult skills programmes, support partners to overcome barriers and improve place outcomes for our residents, and make the case for expanded devolution of economic growth funding and flexibilities. In the immediate term, the CA will focus on:

- **Developing growth in jobs** – focused on business, GVA, productivity and jobs growth at least at level 3 in Peterborough and Fenland, and at level 4+ focusing on priority sectors across Cambridgeshire and Peterborough.
- **Supporting people into growing, changing and new jobs** – throughout people's lives – from creating strong pathways post-18 to utilising Life Long Skills Guarantee and entitlements – with higher level skills that employers need. In line with Government's Skills White Paper, this means including employers in shaping the system.
- **Co-designing with stakeholders and place leaders an agile skills system** for Cambridgeshire and Peterborough, with a regional curriculum, and enabling support through our Local Transport and Connectivity Plan and infrastructure and digital investment.

The CA will also lead the way on establishing three linked longer-term change projects that are critical to ensuring our skills system can truly meet the needs of our local communities:

1. **A regional curriculum enabling strategic collaboration across providers, with learning and training aligned to local job opportunities and careers** – using robust data and information from employers to inform the experiences, skills development and qualifications that school, college and university students need for local job opportunities and careers.
2. **A dual-track system, anticipating long-term needs and responding with agility in the short-term** – with providers who can *both* lead on future workforce development to provide a pipeline of talent and respond to short term skills needs from industry.
3. **A coordinated place-based action framework, to engage all stakeholders in addressing multiple/complex issues** – convening place leaders, providers, schools and partners to focus on improving skill and qualification levels and getting people into good jobs and to achieve higher earnings.

These three projects will ensure **effective** provision is delivered using an **agile** approach, in a way suited to the nuances of **our places**.

Cutting across all of these will be the commitment to inclusive growth and the ongoing action of CPCA, Local Authorities and Cambridge and Peterborough Integrated Care System to work together, and with wider partners, to place health and wellbeing at the centre of system development and delivery.

Moving forward in our places

The vision, outcomes and short-term priorities set out in the previous sections present the collective ambitions and call to action across Cambridgeshire and Peterborough. These actions are relevant *on some level* everywhere. However, as demonstrated in the review of existing data, moving forward requires action to take account of the different starting points in each of our places.

The following sections consider each Local Authority in turn, recapping on the specific strengths, weaknesses, opportunities and threats present in the local economies, prior to setting out the nuance of the short-term priorities given this local context and corresponding initial actions are included. Finally, each section suggests where additional place-based indicators, above and beyond those set out for the area as whole, might be useful to track progress more specifically.

Peterborough place priorities

Summary SWOT analysis

	Strength
	Opportunity
	Weakness
	Threat

Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
Low levels of high skills in the area – the proportion of Peterborough’s population qualified to NVQ4+ is 32.1%, and a higher proportion of people are qualified up to NVQ level 2 than level 3 at 21.1% and 17.8% respectively	Highest GVA growth at 15% and productivity growth at 7.9% in the area	Higher rate of people working at occupational level 1 (17%) than nationally (9.2%) and lower at level 4	41.1% of Peterborough’s communities are deprived , double the national average
Engagement in HE has 31.6% of pupils progressing into HE at 18 (average for the area but slightly lower than national) and 6.7% of working age population currently in HE study (second highest in the area)	Lowest earnings joint with Fenland at £23,973, and job creation has been slower than average at 8% in recent years	Transition to net zero will impact manufacturing and supply chains – impacting the jobs and skills employers need and creating new jobs, occupations and new opportunities for those who can access support for new skills	Highest rate of Universal Credit claimants at 7.2%, with long term trends exacerbated by Covid-19 through an 88% rise in UC claimants
Poor engagement in post-18 technical education with just 8.3% of pupils moving from 16-18 study into FE and 8.6% onto apprenticeships	Fastest growing population projected at 11.7% by 2040, and working age population currently growing at 1.2%	Transformation in Industry 4.0 through automation and digitisation will continue to change how manufacturing and engineering operates and the skills employees need	Peterborough’s NEETs rate is higher than average and much higher than Cambridgeshire – at 7% NEET or unknown, compared with 3.2% for Cambridgeshire, and 5% for England
Peterborough is a net importer of apprentices from other districts and almost half of all AEB enrolments in 2019/20 were in Peterborough, at 6,720	Covid-19 and Brexit have impacted supply chains and labour supply , disrupting normal distribution and demand patterns – particularly affecting manufacturing	39% of current employment in advanced manufacturing and materials is exposed to automation , and 33% of current employment in digital and IT is exposed to automation	Economic inactivity is slightly higher than average but with a recent rise of 5.5%
Peterborough College operating and ARU Peterborough being established to serve students across the region	Stronger physical connectivity in Peterborough than other places in the area – enhancing access for people to employment and training	A rise in self-employment of 12% along with low earnings suggests precarity in work in Peterborough	
Young people may not have the role models in their communities as exposure for future opportunities	Relatively high workplace training rates at 25.4% suggest residents can access up to date work experience and skills – but may be employed with lower skills		
	Opportunity to capitalise on clusters of priority sectors to increase high skilled local opportunities and to promote good work with employers in the foundational economy facing recruitment challenges		

Strategic action

	Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
	Strategic priorities			
First priorities for Peterborough:	<ul style="list-style-type: none"> Widening education access and participation, increasing school achievement, and progression into technical education 	<ul style="list-style-type: none"> Supporting Covid-19 recovery, growth and net zero transition by developing priority skills and responding to acute issues in priority sectors such as manufacturing and digital 	<ul style="list-style-type: none"> Providing support to upskill and reskill in response to economic restructuring (e.g. following Covid-19, Brexit, further digitisation, as net zero transition intensifies) 	<ul style="list-style-type: none"> Supporting unemployed, NEETs and young people from deprived communities into training and employment
	<ul style="list-style-type: none"> Increasing level 4+ qualifications through progression and access into HE locally Enhancing exposure to role models, work experience, and understanding of various routes into sectors and occupations Capital investment to improve teaching facilities and kit, particularly at FE Improving careers education, information, advice and guidance 	<ul style="list-style-type: none"> Higher skilled jobs creation through innovation Embedding modern work practices and conditions and improving job quality Increasing employers' engagement and influence on education and training and connecting residents to opportunities across the area 	<ul style="list-style-type: none"> Creating and growing more level 3 and 4 jobs across sectors Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g. short courses/ online/blended learning) Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders Improving access to careers information, advice and guidance at any age 	<ul style="list-style-type: none"> Targeting support for Covid-19 recovery and transitions for displaced workers Providing support for disadvantaged groups to access the labour market
	Actions			
	<ul style="list-style-type: none"> Continue establishment and development of ARU Peterborough Expand employers engaging with schools and colleges in T Level placements Continue to deliver Growth Works Talent Pledge – linking employers to schools and colleges and enterprise advisers, and providing careers advice Social value contracts - require businesses receiving local funding to do outreach in schools 	<ul style="list-style-type: none"> Net zero Green Skills Centre CRF – Start and Grow pre-start up and micro business enterprise skills support for individuals Energy Hub supply chain development Rapid response skill gap mapping for recovery/Brexit Continue delivery of Growth Works Skills Brokerage and Digital Talent Platform, using Growth Works as a local engagement model 	<ul style="list-style-type: none"> All Age Careers Advice – bringing together careers provision through different contracts with enhanced support AEB Innovation Fund - pilot new provision Green Jobs Action Plan and build on success of Form the Future model, supporting skills for the future 	<ul style="list-style-type: none"> CRF – Turning Point funded internships and short courses for work re-entry and digital/management Deliver local ESF projects up to 2023 focused on young people, NEETs, ex-offenders, and furthest from labour market, and deliver DWP support Add Work and Health Programme to Growth Works model Expand short courses through innovative course design, such as skills bootcamps
	Additional progress measures			
	<ul style="list-style-type: none"> Increasing progression rates post-18 into HE, FE, and apprenticeships towards national levels 	<ul style="list-style-type: none"> Increasing number of professional and technical jobs, at least at level 3 	<ul style="list-style-type: none"> Reducing numbers of workers at level 1 and 2 and increasing at level 3 and 4 	<ul style="list-style-type: none"> Falling levels of economic inactivity and UC claimants Reducing NEETs and unsustained destinations after school

Fenland place priorities

Summary SWOT analysis

	Strength
	Opportunity
	Weakness
	Threat

Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
Lowest and falling levels of high skills , going against national trends (27% qualified to NVQ4+ compared with 43% nationally), with lower skills rising	Only place with shrinking GVA at -4.1%, and fastest falling productivity at -11.6%	Covid-19 has disrupted education and accelerated digitisation of training, worsening the impact of rural and other connection barriers	20% of Fenland’s communities are deprived – the second highest in the area but in line with the national average
69% of students progress from GCSE into vocational courses – compared to most taking A Levels elsewhere in the CPCA area, and post-Y11 vocational courses are growing at levels 1 and 2, while falling at level 3	Lowest earnings jointly with Peterborough at £23,973, and low proportion of jobs in priority sectors with 5.4% growth	Highest levels of self-employment at 18.7%, rising by 40% at a time of national fall suggests support needed for people transitioning mid-career	Covid-19 has exacerbated long term trends in unemployment and deprivation in Fenland – with an 83% rise in UC claimants
Poor engagement in post-18 formal education – lowest levels of residents in HE in the area at 3.2% and much lower than average progression at 18 into FE at 4.1%	Higher rate of people working at occupational level 1 (18.3%) than nationally (9.2%) and lower rates at levels 3 and 4	Transition to net zero will impact agriculture and supply chains – impacting the jobs and skills employers need	Residents risk being further left behind in growth and upskilling opportunities through weaker digital and transport connectivity to training and jobs
But higher than average progression at 18 onto apprenticeships at 10.7%, however this is mostly delivered outside of Fenland	Rural geography and lower physical connectivity is a barrier for people travelling and accessing work, worsened by flooding risk	Agritech is the priority sector most exposed to automation at 49% of current employment, and employment in agritech is less transferable to other priorities sectors than others	Fenland has the second highest proportion of 18 year olds moving into unsustained destinations (not progressing into and sustaining education or employment) in the area, slightly higher than national average at 13.9%
College of West Anglia campus in Wisbech, but rural access barriers to FE and HE – longer travel times to learning	Relatively high workplace training rates at 27.8% suggest residents are accessing up to date work experience and skills, but that employers have to provide training rather than sourcing this from the market		Rise of economic inactivity by 41.4% compared with a national fall
AEB learners are younger than average for the area, and more likely to have previous education at level 2 or below	Agriculture and food supply chains will continue to be impacted by labour shortages from Brexit in the short term, and agriculture is highly exposed to automation		
Young people may not have the role models in their communities as exposure for future opportunities	Fenland’s business base offers limited opportunities for high-skilled jobs , only 16% of jobs are professional and technical occupations, compared to 40% nationally.		

Strategic action

	Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
	Strategic priorities			
First priorities for Fenland:	<ul style="list-style-type: none"> • Widening education access and participation and increasing school achievement at level 3 	<ul style="list-style-type: none"> • Supporting businesses to start up, grow and create good jobs – upskilling people in leadership and management 	<ul style="list-style-type: none"> • Providing support to upskill and reskill in response to economic restructuring (e.g. following Covid-19, Brexit, further digitisation, as net zero transition intensifies) 	<ul style="list-style-type: none"> • Supporting unemployed, NEETs and young people into training and employment
	<ul style="list-style-type: none"> • Connecting people to education and training through transport and digital inclusion • Enhancing exposure to role models, work experience, and understanding of various routes into sectors and occupations • Capital investment to improve teaching facilities and kit, particularly at FE • Focus of increasing level 4+ qualifications on in-work training and progression • Improving careers education, information, advice and guidance 	<ul style="list-style-type: none"> • Supporting Covid-19 recovery, growth and net zero transition by developing priority skills and responding to acute issues • Embedding modern work practices and conditions and improving job quality • Increasing employers' engagement and influence on education and training and connecting residents in Fenland to opportunities across the area 	<ul style="list-style-type: none"> • Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g. short courses/ online/blended learning) • Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders • Improving access to careers information, advice and guidance at any age 	<ul style="list-style-type: none"> • Targeting support for Covid-19 recovery and transitions for displaced workers • Providing support for disadvantaged groups to access the labour market • Connecting people to work through transport and digital inclusion
	Actions			
	<ul style="list-style-type: none"> • College of West Anglia Wisbech campus development • Expand employers engaging with schools and colleges in T Level placements • Continue to deliver Growth Works Talent Pledge – linking employers to schools and colleges and enterprise advisers, and providing careers advice • Social value contracts - require businesses receiving local funding to do outreach in schools 	<ul style="list-style-type: none"> • CRF – Start and Grow pre-start up and micro business enterprise skills support for individuals • Expand Growth Works in business management and leadership emphasising job design and creation, and skills training for small business leaders • Continue delivery of Growth Works Skills Brokerage and Digital Talent Platform and engagement model • Rapid response skill gap mapping for recovery/Brexit 	<ul style="list-style-type: none"> • All Age Careers Advice – bringing together careers provision through different contracts with enhanced support • Direct AEB funding to priority skills needs, use AEB Innovation Fund to pilot new forms of training provision • Green Jobs Action Plan and build on success of Form the Future model, supporting skills for the future 	<ul style="list-style-type: none"> • CRF – Turning Point funded internships and short courses for work re-entry and digital/management • Deliver local ESF projects up to 2023 focused on young people, NEETs, ex-offenders, and furthest from labour market, and national DWP support • Add Work and Health Programme to Growth Works • Expand short courses through innovative course design, such as skills bootcamps
	Additional progress measures			
	<ul style="list-style-type: none"> • Increasing proportion of vocational courses age 16-18 studied at level 3 • Increasing progression rates post-18 into HE and FE towards national levels 	<ul style="list-style-type: none"> • Increasing number of professional and technical jobs, at least at level 3 	<ul style="list-style-type: none"> • Reducing numbers of workers at level 1 and increasing at level 3 • Increasing rates of in-work training (provided flexibility at various levels) 	<ul style="list-style-type: none"> • Falling levels of economic inactivity and UC claimants • Increasing investment in connectivity • Reducing unsustained destinations after school

Huntingdonshire place priorities

Summary SWOT analysis

	Strength
	Opportunity
	Weakness
	Threat

Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
Higher level skills are growing with 42.1% (just below national average) qualified to NVQ4+	Working age population is falling by -0.3% and the population is projected to further fall to 2040 by - 0.6%, suggesting future ageing	Opportunity to utilise Covid-19 impact of digital by default to increase digital learning and upskilling	Low levels of deprivation but highest rise in unemployment of 56% in 2020, and high rise in UC claimants of 98% during Covid-19
But higher proportion of people are qualified up to NVQ level 2 than level 3 at 18.9% and 17.6% respectively, threatening residents benefiting from future job opportunities	Higher than average GVA growth at 10.5% and growing productivity at 2.9%	Higher rate of people working at occupational level 4 (37.5%) than nationally (31%) and lower at levels 3 and 1	Economic inactivity rise at a time of national fall, with a significant rise in inactivity among students, but remaining lower than average
Strong engagement with HE – highest proportion of residents (at working age) in the area in HE at 8% with recent growth, and 35.6% progressing into HE at 18	Largely engaged workforce earning above average levels with resident annual earnings of £28,911, and self-employment growing	Transition to net zero will impact agriculture and manufacturing supply chains, the jobs and skills employers need, and create new jobs, occupations and opportunities for those who can access support for skills	
Poorer engagement with post-18 technical education with lower than average progression into FE at 5.4% and apprenticeships at 9.2%	Slower growth in priority sector employment at 7.5% (but still above national average at 6.6%)	Transformation in automation and digitisation will continue to change how agriculture and manufacturing operates and uses technology, and the skills employees need	
Cambridge Regional College campus in Huntingdon – serving students across the region	Agriculture and food, manufacturing supply chains will continue to be impacted by labour shortages from Brexit over the short term	Agri-tech is the priority sector most exposed to automation at 49% of current employment, and employment in agri-tech is less transferable to other priorities sectors than others	
Second highest number of AEB enrolments in 2019/20 at 1,798, (but significantly lower in absolute numbers than Peterborough)	Railway links and employment and learning hubs that can grow		
Huntingdonshire is a net exporter of apprentices to other districts (mostly South Cambridgeshire)			

Strategic action

	Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
	Strategic priorities			
First priorities for Huntingdonshire:	<ul style="list-style-type: none"> Widening education access and participation and increasing progression and achievement at level 4+ 	<ul style="list-style-type: none"> Supporting Covid-19 recovery, growth and net zero transition by developing priority skills and responding to acute issues 	<ul style="list-style-type: none"> Providing support to upskill and reskill in response to economic restructuring (e.g. following Covid-19, Brexit, further digitisation, as net zero transition intensifies) 	<ul style="list-style-type: none"> Targeting support for Covid-19 recovery and transitions for displaced workers
	<ul style="list-style-type: none"> Growing numbers of apprentices delivered with local employers Enhancing exposure to role models, work experience, and understanding of various routes into sectors and occupations Capital investment to improve teaching facilities and kit Improving careers education, information, advice and guidance 	<ul style="list-style-type: none"> Embedding modern work practices and conditions and improving job quality Increasing employers' engagement and influence on education and training and connecting residents to opportunities across the area 	<ul style="list-style-type: none"> Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g. short courses/ online/blended learning) Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders Improving access to careers information, advice and guidance at any age 	<ul style="list-style-type: none"> Supporting unemployed into training and employment
	Actions			
	<ul style="list-style-type: none"> St Neots FE provision improvements Continue delivery of Apprenticeship Levy Pooling, apprenticeship delivery through local development projects at level 3 upwards for young people Expand employers engaging with schools and colleges in T Level placements Continue to deliver Growth Works Talent Pledge – linking employers to schools and colleges and enterprise advisers, and providing careers advice 	<ul style="list-style-type: none"> CRF – Start and Grow pre-start up and micro business enterprise skills support for individuals Rapid response skill gap mapping for recovery/Brexit Continue delivery of Growth Works Skills Brokerage and Digital Talent Platform, using Growth Works as a local engagement model 	<ul style="list-style-type: none"> All Age Careers Advice – bringing together careers provision through different contracts with enhanced support Direct AEB funding to priority skills needs, use AEB Innovation Fund to pilot new forms of training provision Green Jobs Action Plan and build on success of Form the Future model, supporting skills for the future 	<ul style="list-style-type: none"> Deliver local ESF projects up to 2023 focused on young people, NEETs, ex-offenders, and those furthest from the labour market, and deliver national Covid-19 support programmes with DWP Add Work and Health Programme to Growth Works model Expand short courses through innovative course design, such as skills bootcamps
	Additional progress measures			
	<ul style="list-style-type: none"> Increasing progression rates post-18 into FE and apprenticeships towards national levels 	<ul style="list-style-type: none"> Increasing number of professional and technical jobs, particularly in priority sectors 	<ul style="list-style-type: none"> Increasing receipts of/participation in careers IAG for adults 	<ul style="list-style-type: none"> Reducing unsustained destinations after school

East Cambridgeshire place priorities

Summary SWOT analysis

Strength

Opportunity

Weakness

Threat

Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
Lower and falling high skills - levels qualified to NVQ4+ at 38.1% (compared with 43% nationally), and fastest growth at level 2 at 6.5% while falling elsewhere	High levels of employment with above average earnings at £27,238, higher GVA growth at 9.4%	Opportunity to utilise Covid-19 impact of digital by default to increase digital learning and upskilling in a rural area and FE cold spot	Low levels of deprivation – 0% of neighbourhoods in the national 20% most deprived
Low progression into HE with 25.4% of 18 year olds entering HE compared with 31.5% across the area and 35.2% nationally	Population growth has been slight and isn’t projected to grow – suggesting future ageing and a smaller future workforce	A more even spread of occupation levels means a lower rate of people working at each occupational level than nationally – but with more working at level 2 than 3	High rise in UC claimants of 104% during Covid-19
Highest progression into apprenticeships in the area at 18 at 11.4%	Clusters of employment in priority sectors are growing quickly at 14.3% growth in employment	Covid-19 has disrupted education increasing barriers in an FE cold spot	Economic inactivity is the lowest in the area and has fallen by more than national averages at -6.5%
FE provision cold spot in a rural area with a lack of physical facilities, and East Cambridgeshire is a net exporter of apprentices to other districts (mostly South Cambridgeshire)	Falling productivity at -6% and lower than average level of people working at occupation level 3 at 19.8% threaten growth opportunities	Transition to net zero will impact the jobs and skills employers need, and create new jobs, occupations and new opportunities for those who can access support for new skills	
East Cambridgeshire has the lowest AEB enrolment in the area, with 783 in 2019/20	Supply chains and labour shortages from Covid-19 and Brexit are affecting the range of industries	Transformation in automation and digitisation will continue to change a range of industries and the skills employees need	
Young people may not have the role models in their communities as exposure for future opportunities		Residents risk being further left behind in growth and upskilling opportunities through weaker digital and transport connectivity to training	

Strategic action

	Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
	Strategic priorities			
First priorities for East Cambs:	<ul style="list-style-type: none"> Widening education access and progression into HE, increasing achievement at level 4+ 	<ul style="list-style-type: none"> Supporting Covid-19 recovery, growth and net zero transition by developing priority skills, and growing jobs at level 4 	<ul style="list-style-type: none"> Increasing work-based learning, particularly progression into level 4 skills, and introducing more accessible formats (e.g. short courses/online/blended learning) 	<ul style="list-style-type: none"> Targeting support for Covid-19 recovery and transitions for displaced workers
	<ul style="list-style-type: none"> Capital investment to improve teaching facilities and kit, particularly at FE Connecting people to education and training through transport and digital inclusion Enhancing exposure to role models, work experience, and understanding of various routes into sectors and occupations Improving careers education, information, advice and guidance 	<ul style="list-style-type: none"> Increasing employers' engagement and influence on education and training and connecting residents to opportunities across the area Embedding modern work practices and conditions and improving job quality 	<ul style="list-style-type: none"> Providing support to upskill and reskill in response to economic restructuring (e.g. following Covid-19, Brexit, further digitisation, as net zero transition intensifies) Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders Improving access to careers information, advice and guidance at any age 	<ul style="list-style-type: none"> Connecting people to work through transport and digital inclusion Supporting unemployed into training and employment
	Actions			
	<ul style="list-style-type: none"> East Cambridgeshire FE provision development Expand employers engaging with schools and colleges in T Level placements Continue to deliver Growth Works Talent Pledge – linking employers to schools and colleges and enterprise advisers, and providing careers advice 	<ul style="list-style-type: none"> Rapid response skill gap mapping for recovery/Brexit Continue delivery of Growth Works Skills Brokerage and Digital Talent Platform, using Growth Works as a local engagement model 	<ul style="list-style-type: none"> All Age Careers Advice – bringing together careers provision through different contracts with enhanced support Direct AEB funding to priority skills needs, use AEB Innovation Fund to pilot new forms of training provision Green Jobs Action Plan and build on success of Form the Future model, supporting skills for the future 	<ul style="list-style-type: none"> Deliver local ESF projects up to 2023 focused on young people, NEETs, ex-offenders, and those furthest from the labour market, and deliver national Covid-19 support programmes with DWP Add Work and Health Programme to Growth Works model Expand short courses through innovative course design, such as skills bootcamps
	Additional progress measures			
	<ul style="list-style-type: none"> Increasing progression rates post-18 into HE and FE towards national levels 	<ul style="list-style-type: none"> Increasing number of professional and technical jobs, at least at level 3 	<ul style="list-style-type: none"> Reducing numbers of workers at level 2 and increasing at level 3 	<ul style="list-style-type: none"> Increasing investment in connectivity Reducing unsustained destinations after school

Cambridge place priorities

Summary SWOT analysis

Strength

Opportunity

Weakness

Threat

Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
Highest rates of residents qualified to NVQ4+ at 60%, highest rate of students taking A Levels at 68%, and highest progression onto university from school at 41.2%	High levels of employment in priority growth sectors, and highest earnings in the area of £31,673	Lowest levels of in work training – with 11.9% of people reporting having had in work training in the last 13 weeks – threatens to leaving behind lower skilled workers	Localised inequality – rise in unemployment of 28.6% and rise in UC claimants during the pandemic of 103%, with 4.3% of neighbourhoods in top 20% deprived
Lowest levels of progression at 18 into FE at just 2.8% compared with 9% nationally and apprenticeships at 4.8% compared with 9.3% nationally, and an educational attainment gap – only 43% of disadvantaged pupils achieved the benchmark in GCSE English and Maths, vs. 75% of children not eligible for free school meals	But falls in employment levels of -3.5%, the slowest growth in GVA at 4.6% and falling productivity at -4.8% threaten to limit growth opportunities	Higher rate of people working at occupational level 4 (53.8%) than nationally (31%) and lower at levels 3 and 2	Below average economic inactivity falling at -2.9%
University of Cambridge, Cambridge Regional College, two Sixth Form Colleges and COWA Milton Campus are based here – serving students across the region	Cambridge’s population isn’t growing, and the working age population has shrunk by -3.4%, with a projected population fall of -2.1% by 2040	Covid-19 has disrupted education and accelerated digitisation of training - increasing inequalities	
Cambridge is a net importer of apprentices from other districts	Hospitality and leisure will continue to be impacted by labour shortages from Brexit over the short term	Transition to net zero will impact supply chains and a range of industries the jobs and skills employers need and create new jobs, occupations and new opportunities for those who can access support for new skills	
Access to HE, institutions and priority sector employers should mean good access for young people to experience and role models	Stronger physical connectivity and access to employment and learning	Transformation in Industry 4.0 through automation and digitisation will continue to change industries: 31% of current life sciences employment, 39% of current employment in advanced manufacturing, and 33% of current employment in digital and IT is predicted to be exposed to automation	

Strategic action

	Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
	Strategic priorities			
First priorities for Cambridge:	<ul style="list-style-type: none"> Ensuring access to technical education, apprenticeship and training choices are available to students not following A Level and university routes 	<ul style="list-style-type: none"> Supporting Covid-19 recovery, growth and net zero transition by developing priority skills and responding to acute issues 	<ul style="list-style-type: none"> Increasing work-based learning, particularly apprenticeships and for those with lower level skills, and introducing more accessible formats (e.g. short courses/ online/blended learning) 	<ul style="list-style-type: none"> Targeting support for Covid-19 recovery and transitions for displaced workers
	<ul style="list-style-type: none"> Capital investment to improve teaching facilities and kit, and expanding access Improving careers education, information, advice and guidance, particularly for students not following A Level and university routes 	<ul style="list-style-type: none"> Increasing employers' engagement and influence on education and training and connecting residents to opportunities across the area Opening up access in priority sectors to students following vocational and technical routes 	<ul style="list-style-type: none"> Improving access to careers information, advice and guidance at any age Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders 	<ul style="list-style-type: none"> Providing support for disadvantaged people to access the labour market Supporting unemployed into training and employment
	Actions			
	<ul style="list-style-type: none"> Continue delivery of Apprenticeship Levy Pooling, apprenticeship delivery through local development projects at level 3 upwards for young people All Age Careers Advice throughout school years Continue to deliver Growth Works Talent Pledge – linking employers to schools and colleges and enterprise advisers, and providing careers advice 	<ul style="list-style-type: none"> Rapid response skill gap mapping for recovery/Brexit Continue delivery of Growth Works Skills Brokerage and Digital Talent Platform, using Growth Works as a local engagement model 	<ul style="list-style-type: none"> All Age Careers Advice – bringing together careers provision through different contracts with enhanced support Direct AEB funding to priority skills needs, use AEB Innovation Fund to pilot new forms of training provision Green Jobs Action Plan and build on success of Form the Future model, supporting skills for the future Expanding Region of Learning programme for community learning and talent development 	<ul style="list-style-type: none"> Deliver local ESF projects up to 2023 focused on young people, NEETs, ex-offenders, and those furthest from the labour market, and deliver national Covid-19 support programmes with DWP Add Work and Health Programme to Growth Works model Expand short courses through innovative course design, such as skills bootcamps
	Additional progress measures			
	<ul style="list-style-type: none"> Increasing progression rates post-18 into FE and apprenticeships towards national levels for young people following vocational routes 	<ul style="list-style-type: none"> Reversing employment level decline 	<ul style="list-style-type: none"> Increasing rates of in-work training (provided flexibility at various levels) 	<ul style="list-style-type: none"> Reducing localised inequalities

South Cambridgeshire place priorities

Summary SWOT analysis

	Strength
	Opportunity
	Weakness
	Threat

Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
High and growing levels of high skills at 56.2% with NVQ4+, and lower than average proportions qualified up to lower levels	Fast growing GVA at 13.1%, higher average annual earnings of £31,425, and highest growth in employment in priority sectors at 29.1%	Low levels of in work training – with 13.3% of people reporting having had in work training in the last 13 weeks – threat of leaving behind lower skilled workers	High growth of 60.2% in economic inactivity levels with falling productivity threatens to limit immediate growth opportunities
At 20.5%, lower progression from school here into HE suggests gaps in the right provision for some cohorts	Fastest growing working age population at 2% against a projected overall fall in population to 2040 of -3.7%	Higher rate of people working at occupational level 4 (46.2%) than nationally (31%) and lower at levels 3, 2 and 1	High rise in UC claimants of 135% during Covid-19
South Cambridgeshire is an importer of apprentices for the area, and higher than average proportions of school leavers progress into apprenticeships at 10%	But falling productivity at -5.4% compared with slight national growth at 1.2%	Covid-19 has disrupted education and accelerated digitisation of training - increasing inequalities	
Largest proportion of AEB learners in the area with prior education at level 3 and above	Supply chains and labour shortages from Covid-19 and Brexit are affecting the range of industries	Transition to net zero will impact supply chains and a range of industries in the jobs and skills employers need create new jobs, occupations and new opportunities for those who can access support for new skills	
Access to high level skills and priority sector employers should mean good access for young people to experience and role models	Stronger physical connectivity and access to employment and learning	Transformation in automation and digitisation will continue to change a range of industries and the skills employees need	

Strategic action

	Pre-work and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
	Strategic priorities			
First priorities for South Cambs:	<ul style="list-style-type: none"> Widening progression into HE from local schools and into FE and technical education 	<ul style="list-style-type: none"> Supporting Covid-19 recovery, growth and net zero transition by developing priority skills and responding to acute issues 	<ul style="list-style-type: none"> Increasing work-based learning to support growing productivity, and introducing more accessible formats (e.g. short courses/online/blended learning) 	<ul style="list-style-type: none"> Targeting support for Covid-19 recovery and transitions for displaced workers
	<ul style="list-style-type: none"> Capital investment to improve teaching facilities and kit, particularly at FE Improving careers education, information, advice and guidance 	<ul style="list-style-type: none"> Increasing employers' engagement and influence on education and training and connecting residents to opportunities across the area 	<ul style="list-style-type: none"> Improving access to careers information, advice and guidance at any age Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders 	<ul style="list-style-type: none"> Supporting unemployed into training and employment
	Actions			
	<ul style="list-style-type: none"> Continue delivery of Apprenticeship Levy Pooling, apprenticeship delivery through local development projects at level 3 upwards for young people All Age Careers Advice throughout school years Continue to deliver Growth Works Talent Pledge – linking employers to schools and colleges and enterprise advisers, and providing careers advice 	<ul style="list-style-type: none"> Rapid response skill gap mapping for recovery/Brexit Continue delivery of Growth Works Skills Brokerage and Digital Talent Platform, using Growth Works as a local engagement model 	<ul style="list-style-type: none"> All Age Careers Advice – bringing together careers provision through different contracts with enhanced support Direct AEB funding to priority skills needs, use AEB Innovation Fund to pilot new forms of training provision Green Jobs Action Plan and build on success of Form the Future model, supporting skills for the future 	<ul style="list-style-type: none"> Deliver local ESF projects up to 2023 focused on young people, NEETs, ex-offenders, and those furthest from the labour market, and deliver national Covid-19 support programmes with DWP Add Work and Health Programme to Growth Works model Expand short courses through innovative course design, such as skills bootcamps
	Additional progress measures			
	<ul style="list-style-type: none"> Increasing progression rates post-18 into HE and FE towards national levels 	<ul style="list-style-type: none"> Increasing number of professional & technical jobs, at least at level 3 	<ul style="list-style-type: none"> Increasing receipts of/participation in careers IAG for adults 	<ul style="list-style-type: none"> Reducing unsustained destinations after school

Annex A: Progress measures

The progress measures set out in Fig. 23 in section 3, and localised in the place pages in section 4 are displayed in the below scorecard. This shows each place's relative position now on each indicator relating to the progress measures. In implementing this Employment and Skills Strategy and monitoring progress, the below can be updated in a dashboard to track progress. Each of the indicators is accessible in a nationally published dataset that is regularly updated.

Figure 26. Progress measures scorecard – current position on key indicators

Progress measure	Indicator	Date	Peterborough	Fenland	Huntingdonshire	East Cambridgeshire	Cambridge	South Cambridgeshire	National
Relative deprivation (reducing)	IMD overall	2019	41.1%	20.0%	1.9%	0.0%	4.3%	0.0%	20.0%
Low or no qualifications (decreasing)	% All people aged 16-64 : NVQ4+	2020	32.1%	27.0%	42.1%	38.1%	60.0%	56.2%	43.0%
	% All people aged 16-64 : NVQ3	2020	17.8%	25.3%	17.6%	19.2%	11.8%	16.1%	16.9%
	% All people aged 16-64 : NVQ2	2020	21.1%	23.9%	18.9%	25.1%	8.2%	13.5%	15.5%
	% All people aged 16-64 : NVQ1	2020	11.8%	8.2%	15.2%	8.0%	5.5%	6.6%	9.7%
	% All people aged 16-64 : Trade Apprenticeships	2020	1.7%	5.8%	1.8%	4.3%	3.7%	2.2%	2.8%
Progression at 18 into FE, apprenticeships and HE (increasing)	Pupils progressing at 18 into HE (%)	2018/19	31.6%	29.4%	35.6%	25.4%	41.2%	20.5%	35.2%
	Pupils progressing at 18 into FE (%)	2018/19	8.3%	4.1%	5.4%	4.7%	2.8%	9.8%	9.0%
	Pupils progressing at 18 into Apprenticeships (%)	2018/19	8.6%	10.7%	9.2%	11.4%	4.8%	10.0%	9.3%
	Pupils progressing at 18 into Work (%)	2018/19	27.7%	33.9%	32.8%	38.8%	34.3%	37.2%	25.6%
	Pupils progressing at 18 into Unsustained destination (%)	2018/19	15.3%	13.9%	10.9%	12.1%	9.6%	11.9%	13.3%
School participation (increasing)*	% 16-17 year olds in full time education or training	2021	87.9%			88.6%			87.4%
NEET numbers (decreasing)*	% 16-17 year olds NEET or not known	2021	7.0%			3.2%			5.5%
In-work training (increasing)	Received job related training in last 13 weeks 16-64 (%)	2020	25.4%	27.8%	15.7%	18.5%	11.9%	13.3%	
Employment levels (increasing)	Employed 16-64 (Rate)	2020	74.1	70.1	77.2	83.2	77.2	76.1	75.3
Earnings (increasing)	Resident annual earnings	2020	£ 23,973	£ 23,972	£ 28,911	£ 27,238	£ 31,673	£ 31,425	£25,780
GVA and productivity levels (increasing)	Total GVA (£) change %		15.0%	-4.1%	10.5%	9.4%	4.6%	13.1%	8.6%
	Productivity change (2014-2019)		7.9%	-11.6%	2.9%	-6.0%	-4.8%	-5.4%	1.2%
Skilled jobs (increasing)	Occupation skill level 4 (Rate)	2020	24.7%	14.2%	37.5%	28.3%	53.8%	46.2%	31.1%
	Occupation skill level 3 (Rate)	2020	26.3%	16.6%	19.3%	19.8%	12.7%	24.9%	28.0%
	Occupation skill level 2 (Rate)	2020	31.6%	31.8%	31.5%	27.5%	13.6%	17.8%	31.4%
	Occupation skill level 1 (Rate)	2020	17.0%	18.3%	6.1%	6.5%	9.9%	7.2%	9.2%
Economic inactivity (decreasing)	Economically inactive: 16-64 (Rate)	2020	21.7	25.3	19.3	16.8	19.6	21.7	21.1
Universal Credit (decreasing)	Universal credit claims % of working age pop	May-21	13.5%	9.2%	6.1%	5.3%	6.6%	4.7%	9.2%

Notes:

- School participation and NEET data is only collated at Upper Tier Local Authority level, and is therefore not available broken down by District in Cambridgeshire.
- Indicators for travel to work times are not included here as they are not regularly updated – these are based on 10-yearly census data. Indicators for vocational level study in Fenland and connectivity investment are also not included here as they are produced locally within local authorities and the CPCA.



Metro — Dynamics



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.4

Growth Works Management Review - January 2022

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Councillor L Nethsingha, Lead Member for Skills
From:	John T Hill, Director of Business and Skills Nigel Parkinson, Chair, Growth Co
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to: a) Note the Growth Works programme performance up to 31 st October 2021.
Voting arrangements:	No vote required.

1. Purpose

1.1 The Board is invited to:

- i. note the financial and non-financial performance of Growth Works reported to the Skills Committee on 17 March and request any required changes to reporting going forward.
- ii. note and comment upon the programme performance up to 31st October 2021.

1.2 These proposals were considered by the Skills Committee on 17 January 2022. Following discussion, the Committee resolved unanimously to recommend the report to the Combined Authority Board for noting.

1.3 The report and appendices presented to the Skills Committee can be viewed via the link below. Item 2.4 refers:

[Skills Committee - 17 January 2022](#)

2. Considerations

2.1 None

3. Appendices

3.1 None.

4. Background Papers

4.1 None.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 6.1

Digital Connectivity Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Councillor Herbert, Lead Member for Housing
From:	Paul Raynes, Director of Strategy
Key decision:	Yes
Forward Plan ref:	KD2021/074
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the Digital Connectivity Business Case included as Appendix 1 to this report.b) Approve £4.5m budget from the subject to approval line in the Medium-Term Financial Plan for 2022/23 to 2024/25.
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

1. Purpose

- 1.1 The Covid-19 pandemic has dramatically accelerated reliance on digital connectivity in almost every aspect of 21st century living.
- 1.2 The delivery of the Digital Connectivity Strategy 2021-25 is a key contributor to the Combined Authority's sustainable growth ambitions for Cambridgeshire and Peterborough, helping to ensure that a ubiquitous and accessible digital connectivity infrastructure is available to all, supporting effective public service delivery, thriving communities and sustainable business growth.
- 1.3 In January 2021 the Cambridgeshire and Peterborough Combined Authority Board earmarked funding of £6.3m as part of the Medium-Term Financial Plan to 2025 to support the next stages of the digital connectivity programme. The budget for 2021/22 was approved, with the remaining £4.5m subject to approval of the business case.
- 1.4 The business case (Appendix 1) sets out detailed proposals for the 2022/3-2024/5 funding allocation of £4.5m for the Board's approval.
- 1.5 These proposals were considered by the Housing and Communities Committee on 10 January 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.6 The Committee report can be viewed via the link below. Item 2.1 refers:

[Housing and Communities Committee - 10 January 2022](#)

2. Considerations

- 2.1 None.

3. Appendices

- 3.1 Appendix 1 - Cambridgeshire and Peterborough Digital Connectivity 2021-2025 Business Case

4. Background Papers

- 4.1 [Combined Authority Board Report Budget 2021/22 and MTFP - January 2021](#)
- 4.2 [Housing and Communities Committee Digital Connectivity Strategy Report November 2021](#)



Cambridgeshire and Peterborough Digital Connectivity 2021-2025 Business Case

January 2021

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2 Executive Summary

The Covid-19 pandemic has dramatically accelerated reliance on digital connectivity in almost every aspect of 21st Century living.

At a time when access to healthcare, jobs, education and training have all become highly dependent on digital connectivity, it has also highlighted and exacerbated the “digital divide” excluding those without access to connectivity.

It is increasingly evident that digital connectivity can play an important part in meeting some of the key challenges of our age, from the reduction in transport related emissions to climate change mitigation and the management of scarce resources including water and energy.

The Cambridgeshire and Peterborough Digital Connectivity Infrastructure Strategy 2021-2025 will deliver a future facing, long lasting digital infrastructure that will ensure that digital connectivity is available to all – supporting effective public service delivery, thriving communities and sustainable business growth.

The delivery of the Strategy is a key contributor to the Combined Authority’s sustainable Growth Ambitions for Cambridgeshire and Peterborough including:

- Improving internet access to reduce digital exclusion and health inequalities.
- Using ‘Smart’ technology to support sustainable lifestyles and mitigate climate change.
- Attracting investment in fibre broadband and mobile connectivity infrastructure to strengthen the local economy and create jobs.
- Ensuring businesses have access to leading-edge digital connectivity to help them grow and succeed.

This business case sets out detailed proposals for the delivery of the Digital Connectivity Strategy and seeks approval for the 2022/3-2024/5 funding allocation of £4.5m.

3 Strategic Case

3.1 Context

“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.”

From the Combined Authority's Growth Ambition Statement November 2021

The Covid-19 pandemic has dramatically accelerated reliance on digital connectivity in almost every aspect of 21st Century living. At a time when access to healthcare, jobs, education and training have all become highly dependent on digital connectivity, it has also highlighted and exacerbated the “digital divide”. It means that families and individuals without access to connectivity are effectively excluded from the benefits of economic growth, health inequalities are exacerbated, and children's life chances are damaged.

Furthermore, it has become increasingly evident that digital connectivity can play an important part in meeting some of the key challenges of our age, from the reduction in transport related emissions to climate change mitigation and the management of scarce resources including water and energy.

The delivery of the Digital Connectivity Strategy 2021-25 (attached as Appendix A) is a key contributor to the Combined Authority's sustainable growth ambitions for Cambridgeshire and Peterborough, helping to ensure that a ubiquitous and accessible digital connectivity infrastructure is available to all – supporting effective public service delivery, thriving communities and sustainable business growth.

3.2 Background

The Cambridgeshire and Peterborough area has long had a reputation for the advanced use of technology but has not always had a digital connectivity infrastructure to match. In 2011 when ‘Superfast Broadband’ (24+mbps) coverage issues reached national prominence and became a pressing local concern the area lagged behind the national average with less than 60% coverage.

Over the last decade this deficit has been addressed with an ambitious strategy that has focused not only on broadband connectivity but on mobile coverage, ‘Smart’ technologies and the provision of public access Wifi.

However, as the Digital Connectivity Strategy details, it is necessary to ensure that the Cambridgeshire and Peterborough's digital connectivity infrastructure continues to expand and develop – encompassing future facing “Gigabit” technology, 5G mobile services and “Smart” technologies to ensure that it meets the needs of residents, businesses and public services for today and tomorrow.

3.3 Aims and Objectives

“Digital connectivity is hugely important for meeting some of the key challenges of our age - from sustainable growth to climate change mitigation and the management of scarce resources including water and energy.

Dr Nik Johnson, Mayor of Cambridgeshire & Peterborough

In November 2021 the Combined Authority’s Housing and Communities Committee approved an updated Digital Connectivity Strategy for the period 2021-2025. The strategy builds on the foundations of the multi-agency Connecting Cambridgeshire Programme, which is hosted by Cambridgeshire County Council and has been primarily led by the Cambridgeshire & Peterborough Combined Authority since 2017.

The key outcomes of the strategy are to ensure that by 2025:

- All businesses have access to the leading-edge digital connectivity needed to help them succeed and to deliver sustainable growth.
- Communities, particularly in rural areas, are digitally connected and able to access education, jobs, health, social care and other public services.
- Digital connectivity supports home working and remote training alongside other agile working practises, which can contribute to reduced commuting, less traffic congestion and more flexible and more inclusive job opportunities.
- ‘Smart’ technology, including ‘Internet of Things’ based connectivity helps to provide ready access to real-time transport information and environmental monitoring, leading to increased use of sustainable transport solutions, reducing private car usage and contributing to a reduction in carbon emissions and meeting climate change targets.
- As a key part of the Oxford-Cambridge Arc, businesses, communities and public services in our area are able to harness digital connectivity and advanced technology to support sustainable growth, good quality of life and a strong local economy with no communities left behind.

Cambridgeshire and Peterborough is a hugely diverse area with a rich mix of cities, market towns and rural areas, which presents both challenges and opportunities in achieving the leading edge digital infrastructure needed for businesses and communities to thrive. Therefore, in addition to a unified digital infrastructure strategy, local digital infrastructure plans will be co-created with constituent authorities, taking into account the geography, opportunities and needs in each locale.

3.4 Strategic Drivers

“The availability of high-quality infrastructure is essential for our lives and work, and our future growth and prosperity...Digital infrastructure allows us to lead modern lives and to do business in the technologies and industries of the future. Providing the right infrastructure in the right places boosts the earning power of our businesses, people and places.”

HM Government's Industrial Strategy: Building a Britain Fit for the Future.

In 2017 the UK Government set out the importance of digital connectivity infrastructure in supporting prosperity, productivity and a competitive modern economy.

In 2019 the incoming Government reinforced its commitment to improving the digital connectivity infrastructure for the UK with more challenging mobile and fixed broadband targets, acknowledging that public funding would be required in some areas in order to ensure they are met and that commercial investment alone will not suffice.

Since then the Covid-19 pandemic has sharpened and accelerated the imperative to develop a world class digital infrastructure and the Department for Digital, Media, Culture and Sport (DCMS) has set targets to improve broadband and mobile coverage, including:

- A minimum of 85% Gigabit Capable infrastructure coverage by 2025
- 95% 4G coverage to UK landmass by end 2025
- A 5G programme to accelerate deployment and maximise the productivity and efficiency benefits to the UK from 5G

The Government's target for a minimum of 85% gigabit-capable coverage for the UK is an average for the country and there is a danger that without a specific focus, as a predominantly rural area, we will no longer be at the leading edge and will not have the ubiquitous forward-facing infrastructure we need for our area to prosper. Therefore it is important to set a target to meet 85% coverage by 2025 and we will be aiming to exceed this if possible.

This coverage target will be met by a combination of coverage provided by commercial operators, investing their own funds to roll out infrastructure in our area, and by coverage provided on a 'gap funded' basis, which uses public funding to supplement market investment for those areas which would otherwise not be commercially viable.

Cambridgeshire and Peterborough is in the initial pilot phase and therefore will be among the first areas in the country to benefit from the Government's [Project Gigabit scheme](#), bringing gigabit speeds to harder to reach areas. This will attract over £40m of Government investment to our area, and support is required from the Connecting Cambridgeshire Programme in order to ensure its success.

The Cambridgeshire and Peterborough Digital Connectivity Strategy 2021-2025 (Appendix A) sets out the gaps and impact of unequal access to digital connectivity and highlights the importance of having the same target for social housing connectivity as for market housing which is key to ensuring that the Combined Authority's ambitions of fairer and more equal access to the benefits of growth are met.

This is even more important given the UK's plans for "copper switch off" which will mean phasing out the existing (analogue) public switched telephone network (PSTN)

from 2026 onwards, having an even greater impact on the digitally and financially excluded.

3.5 Benefits

The Cambridgeshire and Peterborough Digital Connectivity Infrastructure Strategy 2021-2025 will deliver a future facing, long lasting digital infrastructure that will ensure that Cambridgeshire and Peterborough residents and businesses have the access they need to digital connectivity, supporting the Combined Authority sustainable

Growth Ambitions:

Reducing Inequalities

- Communities, particularly in rural areas, are more digitally connected and this, together with reduced digital exclusion will enable more people to access education, jobs, health, social care and other public services.

Health & Skills

- Increased access to digital connectivity, leading to a reduction in health inequalities and better access to jobs, education and public services.

Climate & Nature

- Smart' technology, including 'Internet of Things' based connectivity helps to provide ready access to real-time transport information and environmental monitoring, leading to increased use of sustainable transport solutions, reducing private car usage and contributing to a reduction in carbon emissions and meeting climate change targets.
- Better digital connectivity supports home working and remote training alongside other agile working practises, which can contribute to reduced commuting, less traffic congestion and more flexible and more inclusive job opportunities

Infrastructure

- Better digital connectivity and commercial telecoms investment will deliver additional fibre infrastructure and support a thriving local economy – fibre broadband will bring £315m GVA uplift and 10,000 extra jobs/new entrants to the job market by 2025.

Innovation

- Businesses will have access to the leading-edge digital connectivity needed to help them succeed and to deliver sustainable growth.

3.6 Impact of not proceeding

Without a continuing focus on digital connectivity there is potential for the infrastructure gains of the last decade to be lost.

The impact on equality and inclusivity would undermine the Combined Authority's ability to deliver it's sustainable growth ambition as well as having a negative impact on the area's reputation for innovation and high value growth, which in turn would impact business growth and inward investment.

The current high levels of commercial telecommunications investment in the area would reduce and the success of the Government's Project Gigabit rollout would be in doubt, which would have a further negative impact on digital connectivity.

3.7 Options for delivery

The telecommunications market is complex, heavily regulated and impacted by state subsidy constraints which limit the options in relation to delivery. Commercial delivery backed by private sector investment would be the preferred approach in all cases, and there is evidence of a highly dynamic local market for fibre based fixed broadband offering Gigabit capable coverage. However there will be some, mostly rural, areas which are not commercially viable and left to market delivery would not be covered.

Given the Government's Project Gigabit and Shared Rural Networks Programmes, which will deliver state subsidies where needed, the most effective approach for the Programme is to work collaboratively with Government and telecommunications providers – stimulating investment, facilitating deployment and reducing barriers thereby lowering delivery risk.

In the case of social housing provision and ensuring that fibre ducting is deployed in all infrastructure schemes a more direct leadership approach will be required along with associated funding, to overcome the existing barriers to delivery.

3.8 Risks, Constraints and dependencies

Given the inherent nature and in particular the current state of the telecommunications market, successful delivery of the Digital Connectivity strategy is highly dependent on collaboration between the Connecting Cambridgeshire team, constituent authorities within the Combined Authority, telecommunications providers and Government.

An example of this can be seen in relation to the targets for Gigabit capable infrastructure which will be delivered by investment from telecommunications operators and gap funding from Government, with planning and street works access granted by local authorities. If any one of these contributions fails then coverage targets will not be met and the outcomes will not be achieved.

In addition the ongoing pandemic, with associated supply chain problems and labour shortages could inevitably impact delivery.

There are also some particular factors impacting both the fixed and mobile infrastructure:

Fixed Broadband

Delivery of Project Gigabit in our area within the planned timeframe is dependent on a successful outcome to the procurement process which is being conducted by Government.

In a high growth area such as our even with a contract in place the successful bidder will face stiff competition for access to road space and civils sub-contractors.

Furthermore the highly dynamic local market for fibre deployment which reflects the national picture suggests an inevitable market contraction and consolidation in future

years, which could impact delivery if this occurs during the period of infrastructure build in our area.

One of the key policies (outlined in more detail in the Strategy) includes provision of fibre ducting alongside all new infrastructure schemes. This reduces cost, reduces the disruption of retrofitting and helps to ensure that the area has a future facing infrastructure. However whilst local infrastructure delivery partners, including Cambridgeshire County Council, the Greater Cambridge Partnership and the Combined Authority have adopted this policy, significant infrastructure schemes are also commissioned and delivered by external agencies such as National Highways (eg the A428 upgrade scheme). Whilst the inclusion of fibre ducting in these schemes can be facilitated and encouraged it cannot be mandated.

Mobile

Government and mobile operators are currently engaged in the Shared Rural Network (SRN) programme which is a joint investment to reduce total “not spots” by 1% and increase 4G coverage in England from all four operators from 84% to 90% coverage by 2025. As part of this programme Government has set targets to increase landmass coverage in England to 90% from all four operators by 2025.

As Cambridgeshire and Peterborough has very few “not spots” but more significant issues with capacity and coverage from all four operators, alongside planned 5G deployments, this is creating the need for significant upgrades to existing infrastructure – including new higher and more robust masts which can carry more equipment and locations to deploy “small cells”, typically on street furniture.

State subsidy controls mean that there is no equivalent “gap funding” model that can be used to incentivise mobile operators to deploy infrastructure where there is already coverage from one or more operator. This means that the focus needs to be on collaborative work and cooperation between local district planning teams and mobile providers to create conditions which will enable acceptable and timely deployments of upgraded mobile infrastructure.

Key Risks

In summary key delivery risks include:

- Dependency on external agencies
- Delivery risks – ongoing pandemic, competition in relation to civis and access to road space
- Market risks – dynamic and fractured market likely to see consolidation in the near future

The key risk mitigation approach includes: close working with Government to support Project Gigabit procurement and delivery; extensive and ongoing market engagement; liaison, support and additional resource where required for local authority planning and street works teams.

3.9 Stakeholders

As outlined above, the Connecting Cambridgeshire programme works collaboratively with a wide range of stakeholders across business, government, academia, other public bodies and communities (shown below).

Stakeholder groups	Core representatives
Elected Representatives	County and District Councillors MPs for Cambridgeshire and Peterborough Secretary of State for Digital, Culture, Media and Sport (DCMS) and Minister for Digital
Government, regulatory organisations and local Councils	Department for Digital, Culture, Media and Sport (DCMS) Department for Transport (DfT) Building Digital UK (BDUK) Ofcom ADEPT Group representing local authority digital programmes Greater Cambridge Partnership (GCP) Cambridgeshire County, Cambridge City Council, Peterborough City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, South Cambridgeshire District Council. Cambridgeshire and Peterborough wide town and parish Councils
Community groups and broadband champions	Connecting Cambridgeshire Broadband Champions network Village Hall Committees, Digital Skills/Library groups, Cambridgeshire ACRE
Universities and academic research	University of Cambridge; Anglia Ruskin University, new Peterborough University, Cambridge Biomedical Campus,
Telecoms suppliers and mobile operators	Cornerstone, MBNL, Vodafone, EE, O2 (Telefonica UK), Three, MLL Telecoms, BT, Openreach, Virgin Media, Air Broadband, Cambridge Fibre Networks, CityFibre, County Broadband, Gigaclear, Netomnia, and others
Tech industry research organisations	Cambridge Wireless, MobileUK, INCA, Thinkbroadband, ISP Review, UK5G
Business Networks, Forums and major local employers	Cambridge Ahead, Cambridge Cleantech, Cambridge Network, Cambridgeshire Chambers of Commerce, Federation of Small Businesses (FSB), Opportunity Peterborough, Country Landowners Association (CLA), National Farmers Union (NFU) Arm, Astra Zeneca, Marshalls, Microsoft, Wellcome Genome Campus and others
Housing Associations and new housing developers	Cambridge Housing Society (CHS), Hundred Housing Society, Bedford Pilgrims Housing Association (BPHA), Metropolitan Thames Valley (MTC) Housing Association, Urban & Civic and others
Health partners	Department of Health, Cambridgeshire and Peterborough Clinical Commissioning Group (CCG), Cambridge University Health Partners (CUHP)
Utility Providers	Anglian Water, UK Power Networks, Network Rail

4 Economic Case

4.1 Economic impact

“Digital infrastructure is central to the future of the UK economy”

Future Telecoms Infrastructure Review DCMS 2018 ¹

The economic impact of digital connectivity for the UK was set out in 2018 by the Government's *Future Telecoms Infrastructure Review* ¹ and this has been underlined by the Centre for Business Economic Research (CEBR) 2019 (with a 2021 Covid update) ² report into the economic impact of broadband. The research was initially commissioned by Openreach in 2019 and was subsequently updated with a Covid update in April 2021.

Taking the projections from the CEBR in the context of Cambridgeshire and Peterborough it is estimated that by achieving at least 85% Gigabit capable infrastructure by 2025 the area will benefit from a £315m GVA uplift from an increase in productivity and up to 10,000 people in work who would otherwise not be.

The pandemic has sharpened inequalities of access to digital infrastructure across the UK and this is particularly acute in Cambridgeshire and Peterborough where even prior to the Covid-19 pandemic significant existing health inequalities and areas of deprivation were highlighted in the CPIER independent economic review³ in 2018. The Access and Inclusion workstream, with targets to match social housing coverage to market housing provision and increased public access Wi-fi, will help to ensure that the economic and social benefits of improvements to the telecommunications infrastructure are felt across all parts of the area with no communities being left out.

It is readily understood how important digital connectivity is to businesses engaged in knowledge intensive sectors, however as identified in the Cambridgeshire and Peterborough Digital Connectivity Strategy 2021-2025, research from the Lloyds Bank 2021 Consumer Digital Index Study ⁴, shows that manual workers with high or very high digital engagement, earn £421 more per month than their less digitally engaged peers, in the same roles. This highlights the direct economic value to all sectors of the local economy.

4.2 Indicative Economic Costs

The Digital Connectivity Strategy for 2021-2025 incorporates a series of targets which will mostly be delivered through stimulation of the local market, facilitating infrastructure delivery and working in collaboration with Government.

It is estimated that the strategy will help leverage commercial telecommunications infrastructure investment of over £200m, (conservative estimate derived from supplier

¹ Future Infrastructure Telecoms Review <https://www.gov.uk/government/publications/future-telecoms-infrastructure-review>

² CPIER <https://www.cpier.org.uk/final-report/>

³ CEBR Ultrafast Fibre Broadband: A platform for growth Cebr report for Openreach 2021 https://www.openreach.com/content/dam/openreach/openreach-dam-files/images/hidden-pages/full-fibre-impact/Blueprint_online.pdf

⁴ Lloyds Bank 2021 Consumer Digital Index Study <https://www.lloydsbank.com/banking-with-us/whats-happening/consumer-digital-index.html>

announcements, known supplier plans and government fibre delivery cost estimates), in addition to a planned £40m gap funding investment for Project Gigabit from Government into the Cambridgeshire and Peterborough area.

4.3 Cost Benefit Analysis

In leveraging £240m Government and private investment, the Combined Authority's investment will help to deliver a GVA benefit from an increase in productivity of £315m and create 10,000 additional/new entrants to the job market. It will also contribute to the Authority's climate change mitigation approach and to targets to reduce reliance on private cars and reduction in individual journeys as part of the Local Transport and Connectivity Plan.

5 Commercial Case

5.1 Market Engagement

The Connecting Cambridgeshire Programme team regularly engage with telecommunications providers who are delivering both fixed broadband and/or wireless and mobile services and who are active in the area as part of the existing Enabling Digital Delivery (EDD) service as outlined in the Digital Connectivity Strategy (Appendix One). There is ongoing dialogue with these providers to understand their commercial rollout plans for full fibre as well 4G and 5G mobile services.

In addition, as part of the Government's Project Gigabit pilot, the Connecting Cambridgeshire Programme formally undertook the initial formal market engagement (known as OMR – Open Market Review) on behalf of DCMS. This exercise demonstrated how dynamic the current local telecommunications infrastructure market for fixed broadband is and revealed the significant amount of commercial coverage which is planned over the next four years. However, it also highlighted that around 40,000 premises – “the final 10%” across Cambridgeshire and Peterborough – will not gain access to gigabit capable broadband services without public funding. It is the 10% of homes and businesses that will otherwise not be able to access gigabit capable services which will be targeted by the Government's Project Gigabit gap funded rollout contract for Cambridgeshire and Peterborough.

However, engagement with mobile operators has provided a more mixed picture, with mobile operators reporting that Cambridgeshire is considered to be a “difficult” place to deploy upgrades and enhancements to the mobile infrastructure. As set out in Section 3.8 above, whilst mobile operators have investment plans to deploy improved infrastructure and coverage, the local market conditions are more challenging than for fixed broadband.

5.2 State Subsidy Control

Prior to the UK's exit from the European Union in 2020, state aid in relation to telecommunications infrastructure was a highly complex and somewhat contested environment with some high profile UK wide projects halted due to state aid challenges. Typically the accountable body awarding public funding is deemed to

bear responsibility for any breaches of regulations and recipients may be required to repay any inappropriate state subsidies.

Parliament is currently still discussing the replacement regime, via the State Subsidy Control Bill which was introduced by Government in June 2021. Until the Bill is finalised and enacted the UK is following an “equivalence” approach which retains the principles of the EU’s state aid regime.

This significantly constrains the use of public funding to support the telecommunications industry but does allow subsidy where demonstrable market failure is proven. In the mobile environment this pertains to total “not-spots” only and in terms of fixed broadband, where it can be reasonably ascertained that there will be no commercial build within a 3 year period.

Unlike the Superfast Broadband Contracts for which Cambridgeshire County Council was the awarding body, in the case of both the Shared Rural Network (SRN) and Project Gigabit, as Government is the funding body, accountability for state subsidy control lies with Government.

5.3 Procurement Strategy

All procurement activities will be undertaken in compliance with UK Government and Cambridgeshire County Council state subsidy and procurement guidelines and regulations.

In line with the partnership agreement in place, Cambridgeshire County Council will act as the accountable body for any procurement activities in relation to the programme, with the exception of Project Gigabit.

Whilst Connecting Cambridgeshire is supporting the process, Broadband Delivery UK (BDUK), as the Executive Agency of the Department for Media, Culture and Sports (DCMS) retains overall responsibility and will act as the accountable body for the award of the gap funded contract for Lot 5 (Cambridgeshire and Peterborough) which is part of Project Gigabit. Lot 5 includes approximately 40,000 premises in Cambridgeshire and Peterborough and bordering areas of some surrounding counties. Procurement activities are already underway and expected to complete, with contract award during 2022.

6 Financial Case

6.1 Financial Table

The budget for 2021/22 is approved. This business case seeks approval for the budget for 2022-2024.

Funding profile	2022-23	2023-24	2024-25	Total
Broadband	300,000	300,000	630,000	1,230,000
Mobile	370,000	400,000	170,000	940,000
Smart	120,000	110,000	40,000	270,000
Access & Inclusion	160,000	140,000	100,000	400,000
Cross cutting/Programme Delivery	550,000	550,000	560,000	1,660,000
Totals	1,500,000	1,500,000	1,500,000	4,500,000

6.2 Delivery milestones 2022-25

Workstream	Objectives	Milestones 2022-3	Milestones 2023-4	Milestones 2024-5
BROADBAND	Gigabit broadband coverage Fibre ducting in infrastructure schemes	Project Gigabit procurement launch Rural Gigabit Voucher top-up scheme re-launched Ducting in schemes	Project Gigabit delivery starts Ducting in schemes	 Ducting in A428 and other schemes
MOBILE	Continue to identify areas of poor mobile coverage Specialist telecoms planning resource recruited to facilitate improved coverage and 5G Small cell trial deployment Smart street furniture Neutral host network trials	Initial baseline coverage testing Specialist resource recruited Small cell trial deployment Neutral host trial in Peterborough	Targeted coverage testing Specialist planning resource Small cell strategy Smart pole development Neutral host trial in Ely	Final baseline coverage testing Small cell deployments Smart pole exploitation
SMART	Gap analysis of the LoRa network, once initial deployment of gateways has been completed (2021/22) Develop IoT data hub, working with County and District Councils and the GCP Pilots and trials of new technologies	LoRa network Phase 1 roll-out and gap analysis complete LoRa network deployment Phase 2 roll-out IoT data hub development Flood sensor pilot Air quality sensors	LoRa network deployment Phase 2 roll-out IoT data hub development Flood sensor pilot Other sensor pilots	 IoT data hub further development Other sensor pilots

ACCESS & INCLUSION	Identify barriers to social housing connectivity and implement solutions	Workshops and events with suppliers and housing associations	Grant scheme for HAs (legal/property resources)	Grant scheme for HAs (legal/property resources)
		Expand CambWifi locations in Cambridge	CambWifi in village halls/community centres	
	Expand Public Access Wifi availability via CambWifi	Investigate CambWifi delivery in South Cambs main towns		
	Signpost Digital Inclusion activities and opportunities	CambWifi Infrastructure upgrades Membership of the Digital Partnership Signposting	Signposting and liaising with providers Awareness raising	CambWifi Infrastructure upgrades

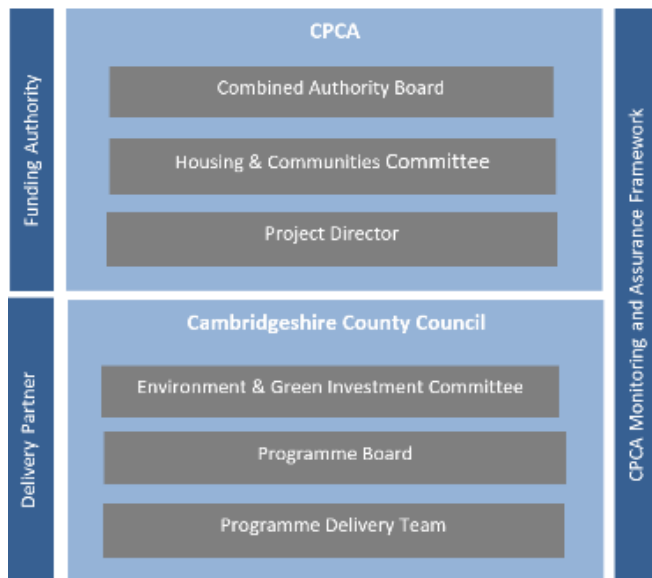
7 Management Case

7.1 Project Management arrangements

CCC will use the existing Connecting Cambridgeshire Governance processes. CCC's experience through delivering its Digital Connectivity Programme since 2011 means that the Council has a well-established assurance framework that includes project options and financial appraisal; consultation and officer and councillor scrutiny prior to sign off and subsequent programme monitoring. The programme will be subject to section 151 officer scrutiny; internal and external audit review; and value for money assessments.

Programme updates, consideration of milestones and risks are reported on a regular basis to the Connecting Cambridgeshire Programme Board, which includes C&PCA representation.

Major risks and budget reviews are reported to the Combined Authority through monthly highlight and financial reports and monthly meetings of the project director and Connecting Cambridgeshire programme director and strategy manager.



Governance

The Connecting Cambridgeshire Deputy Programme Director is responsible for maintaining the Programme Risk Log. Risks will be assessed against the criteria of impact and probability and scored accordingly. Each risk will be assigned an owner who will determine and action a mitigation plan that is reviewed at regular intervals. Formal programme risk reviews every 2 months. Attended by Programme Director, Deputy Programme Director, Strategy & Partnerships Manager and Programme Manager.

Key risks will be discussed at Programme Board meetings and Management Team meetings where appropriate and will be flagged in the CPCA Highlight report. If the risk materialises, the risk owner (in conjunction with the Connecting Cambridgeshire Programme Manager) will try to resolve this in the first instance. If the risk cannot be resolved, it will be referred to the programme board, and/or the CPCA Project Director for further guidance or resolution as appropriate.

7.2 Monitoring and evaluation

Monitoring and evaluation will be undertaken in line with the CPCA Monitoring and Evaluation Framework.

Monitoring and evaluation (M&E) is a critical component of an effective performance management regime. Monitoring supports the effective tracking of a scheme or series of policy interventions ensuring that intended outputs are being achieved. Evaluation quantifies and assesses outcomes, including how schemes were delivered and whether the investment generated had the intended impact and ultimately delivered value for money. M&E forms a significant part of the policy feedback loop to inform future policy development, priorities and budgets

An annual Digital Connectivity report will be produced which will: track and monitor delivery of outputs; benchmark against targets and provide an analysis of the levels of private telecommunications investment across Cambridgeshire and Peterborough

The measurement of impacts, and outcomes, will be included in the overall measurement and monitoring by the CPCA of their plans linked to the LIS and LERS in a range of areas such as GVA growth, Business growth and Market Town health etc.

Performance Management and Financial controls outlined in Appendix B and the programme Logic Model in Appendix C.

APPENDICES

8 Appendix A Digital Connectivity Strategy 2021-2025



Cambridgeshire and Peterborough Digital Connectivity Strategy 2021-2025

In collaboration with:



Foreword



Dr Nik Johnson, Mayor of Cambridgeshire & Peterborough

Digital connectivity is hugely important for meeting some of the key challenges of our age -from sustainable growth to climate change mitigation and the management of scarce resources including water and energy.

I want Cambridgeshire and Peterborough to have a future-facing digital connectivity infrastructure that reflects the ambitions and aspirations of our area, shaped by our core values of compassion, co-operation, community, and tackling climate change.

Reliance on connectivity accelerated in an unprecedented manner during the Covid pandemic and is still incredibly important as we move towards recovery. However, at a time when access to healthcare, education and jobs has become increasingly dependent on digital connectivity it has also highlighted inequality of access and the need for us to show compassion by supporting digital inclusion.

Cambridgeshire and Peterborough is a hugely diverse area with a rich mix of cities, market towns and rural areas, which presents both challenges and opportunities in achieving the leading edge digital infrastructure needed for businesses and communities to thrive. Therefore, it is right that we have a unified digital infrastructure strategy that takes a multi-layered, co-operative approach that is tailored to needs and priorities at a local level.

This updated digital infrastructure strategy builds on the past success of our collaborative work with local councils, government and commercial providers, and sets new challenging targets to help ensure that we remain at the leading edge and well positioned to take full advantage of current and emerging technology advances.

Whilst the delivery of digital connectivity infrastructure involves a complex combination of technology, civil engineering and investment, the overarching objectives of this strategy are about community; connecting people and places and supporting businesses to meet their full potential.

A handwritten signature in black ink, reading 'Dr Nik Johnson'.

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Introduction

The Cambridgeshire and Peterborough area has long had a reputation for the advanced use of technology but has not always had a digital connectivity infrastructure to match. In 2011 when 'Superfast Broadband' (24+mbps) coverage issues reached national prominence and became a pressing local concern the area lagged behind the national average with less than 60% coverage.

Over the last decade this deficit has been addressed with an ambitious strategy that has focused not only on broadband connectivity but on mobile coverage, 'Smart' technologies and the provision of public access Wifi.

This strategy for the period 2021-2025 builds on the foundations of the multi-agency Connecting Cambridgeshire Programme which is hosted by Cambridgeshire County Council and has been primarily led by the Cambridgeshire & Peterborough Combined Authority since 2017.

It incorporates multiple workstreams, targeting the different aspects of digital connectivity from broadband, mobile, 'Smart' technology and public access Wifi to ensure that the Cambridgeshire & Peterborough Combined Authority area has the leading digital connectivity infrastructure required to ensure that:

- All businesses have access to the leading-edge digital connectivity needed to help them succeed and to deliver sustainable growth.
- Communities, particularly in rural areas, are digitally connected and able to access education, jobs, health, social care and other public services.
- Digital connectivity supports home working and remote training alongside other agile working practises, which can contribute to reduced commuting, less traffic congestion and more flexible and more inclusive job opportunities.
- 'Smart' technology, including 'Internet of Things' based connectivity helps to provide ready access to real-time transport information and environmental monitoring, leading to increased use of sustainable transport solutions, reducing private car usage and contributing to a reduction in carbon emissions and meeting climate change targets.
- As a key part of the Oxford-Cambridge Arc, businesses, communities and public services in our area are able to harness digital connectivity and advanced technology to support sustainable growth, good quality of life and a strong local economy with no communities left behind.

Building on success

This strategy builds on Connecting Cambridgeshire's strength in delivering leading-edge digital connectivity, particularly the successful rollout of broadband and public access Wifi. The programme has established a national reputation for collaborative working at the forefront of innovation, which has attracted significant public and private sector funding to invest in future facing digital infrastructure.

Highlights include:

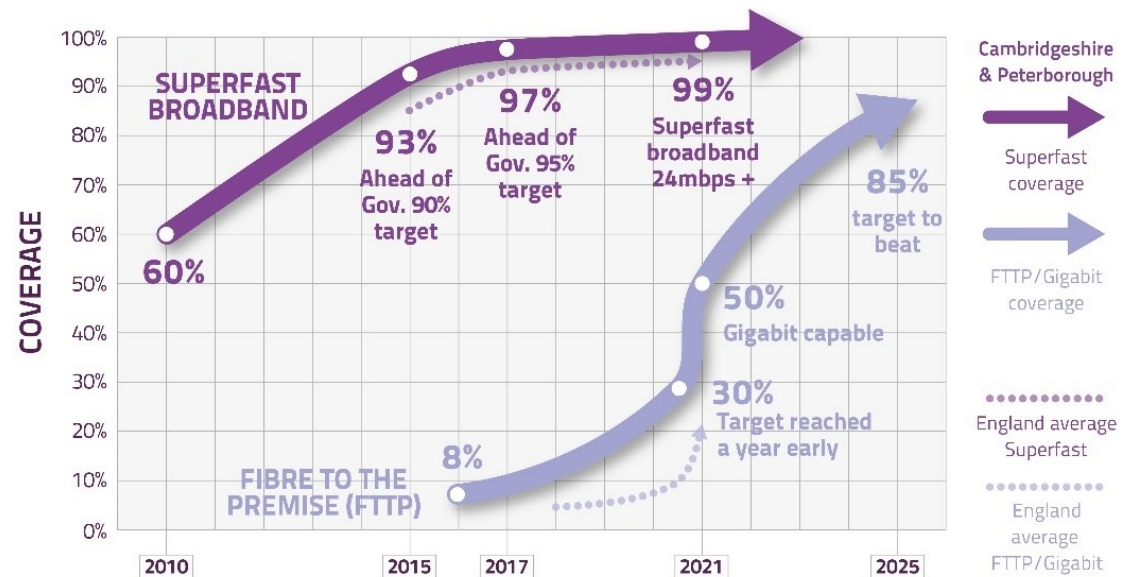
Broadband Rollout

Connecting Cambridgeshire's ambition to improve broadband connectivity for all has meant setting stretch targets to ensure that the programme not only delivers the infrastructure needed, but also keeps pace with evolving technology.

When the Superfast Broadband Programme was first launched in 2012, fewer than 60% of homes and businesses could access superfast broadband. The majority of premises can now upgrade to superfast broadband speeds of at least 24mbps and less than 1% of premises that are harder to reach get below 10mbps.

Both the superfast and the full fibre broadband coverage figures are above the national average and ahead of Government targets.

Full fibre coverage is increasing at pace through a mix of direct intervention and stimulating the market to provide commercial coverage. The full fibre target of 30% by 2022 was reached more than a year early and gigabit capable coverage has climbed rapidly to 50% in 2021.



Broadband champions

Convening a network of 150 broadband champions to work with local communities and business groups to explain and promote the benefits of superfast broadband helped boost take-up of the gap-funded superfast broadband infrastructure to record levels of over 70%.

Community benefit

Residents and businesses in the rural Huntingdonshire village of Spaldwick have experienced the benefits of upgrading from superfast to gigabit broadband speeds since July 2021, following a successful Community Fibre Partnership with Openreach using the Government's Gigabit Broadband Voucher scheme to fund the installation of Fibre to the Premises (FTTP) to the majority of premises.

Broadband Champion Mark Heath said: *"While Fibre-to-the-Cabinet (FTTC) improved speeds over basic broadband, some businesses and families in the village still needed greater speeds and reliability. Fibre-to-the-Premises (FTTP) has transformed the village by giving every single building the opportunity to reliably access ultrafast speeds up to 900 Mbps. Those who have already taken up FTTP are reporting improved reliability and much faster speeds at affordable prices. For example, my next door neighbour is delighted that he has doubled his speeds while saving £3 per month."*

Significant investment

The programme has been successful in attracting several competitive funding streams to improve the digital infrastructure for businesses, communities and public services including over £8m from Government's Rural Development for England (RDPE) and Local Full Fibre Networks (LFFN) programmes to supplement CPCA funding.

As well as supporting the full fibre rollout, this funding has enabled: 117 public sites including council buildings, schools and libraries to be upgraded with full fibre to support gigabit-capable services; the inclusion of fibre ducting in several Cambridgeshire transport infrastructure schemes to avoid costly retrospective installation; and the delivery of public access Wifi across Cambridgeshire market towns at affordable cost by leveraging existing infrastructure.

Free CambWifi

Public access Wifi, is available at over 200 public buildings, village halls and community sites across Cambridgeshire and Peterborough. The secure CambWifi network has recently been expanded to market town and city centres, working in partnership with District and City Councils, to support digital inclusion and Covid recovery initiatives.

Following the rollout of CambWifi across Huntingdonshire market towns, Councillor Ryan Fuller, Executive Leader of Huntingdonshire District Council said: *“Free wifi on our high streets offers opportunities for businesses, previously unable to operate digitally, to diversify their offering. Residents and visitors can now be seamlessly connected online from town to town, just one of the steps we are taking to promote the market town experience.”*

Business impact

Digital Technology Grants

Over 156 SMEs across Cambridgeshire and Peterborough have benefitted from the allocation of more than £1m of Digital Technology Grants funded by the Cambridgeshire & Peterborough Combined Authority leveraging EU money to boost growth and recovery.

Butlers Auto Electrical Ltd used a digital technology grant to buy the latest diagnostic equipment for hybrid and electric vehicles together with a laptop to develop the business’s online presence.

David Butler, Director, said: *“We have been able to future proof the business... which is getting noticed for being able to deliver faster, more accurate results than most garage workshop diagnostic equipment.”*

Digital connectivity has proved vital for business survival and recovery throughout the Covid pandemic. The programme has supported businesses through grant schemes, information and advice enabling SMEs to make the most of digital technology to grow and compete in a rapidly changing market.

Agile working and virtual training

World leading engineering group Marshalls of Cambridge is a traditional engineering company with a large, skilled workforce of over 1,600 people based in Cambridge. The experience of remote working using digital connectivity during the Covid pandemic has helped to develop their future business plans for agile working to support employees, from apprentices to skilled technicians and engineers.

Patrick Wood, Chief Technology Officer, said: *“Before the pandemic we had design engineers using workstations with powerful computer-aided software on-site. Covid 19 has meant we’ve had to adapt to remote working for over half of our employees, invest in our digital capacity and resilience, and modify our office environment to support ‘smart’ working. We’ve also had to be flexible for those who have to be on-site. Feedback has been very positive and it has improved the work/life balance for many of our employees.”*

Enabling Digital Delivery

Connecting Cambridgeshire’s proactive approach to ‘barrier busting’ has been instrumental in speeding up digital delivery for fixed and mobile infrastructure. This has been achieved by working closely with Government’s Barrier Busting Taskforce, telecoms providers, Street Works permitting teams, local authority planners and landowners to identify and resolve challenges ranging from complex wayleaves to planning applications for new mobile masts.

Since 2019, public sector organisations in Cambridgeshire and Peterborough have adopted new policies for the delivery of fibre trunking in all transport infrastructure schemes, which both minimises delivery costs and the disruption of retrofitting fibre infrastructure. As part of this initiative a joint venture, Light Blue Fibre, was set up between the University of Cambridge and Cambridgeshire County Council to develop and make both organisations’ existing extensive duct and fibre networks available on a commercial wholesale basis.

Dig once policy

As part of the 'dig once' policy, fibre ducting has been successfully installed during extensive re-working of a major road junction in Cambridge and will form part of the extensive Kings Dyke road scheme at Whittlesey providing a springboard for the development of fibre infrastructure.

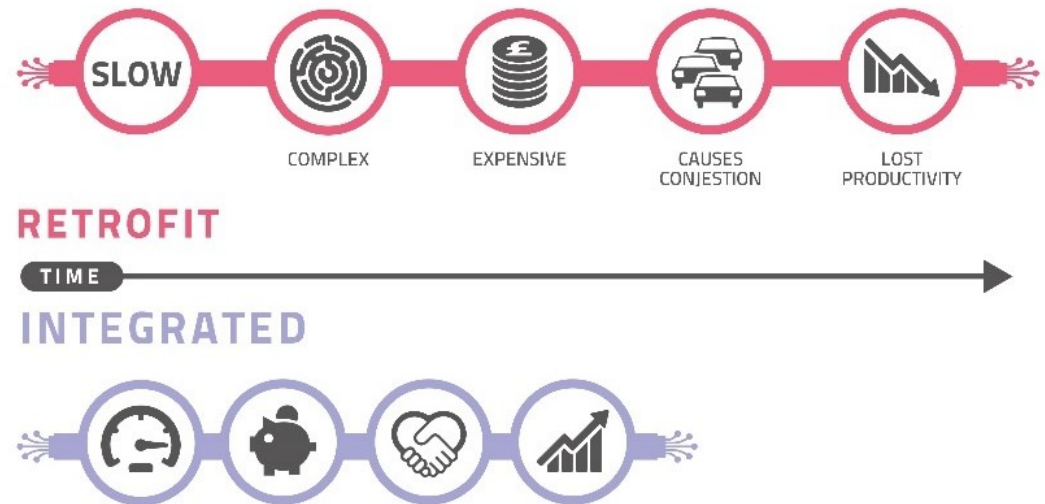


Image: Fibre ducting in transport infrastructure schemes

Mobile

Local surveys mapping mobile coverage have provided more accurate data which has been shared with mobile operators and Ofcom. This has made a significant contribution to understanding of the issues and has resulted in a number of solutions being found to improve coverage, particularly at key train stations, business parks and research campuses.

Improving mobile coverage

Following liaison with mobile operators, coverage has improved at Cambridge Station and work is underway to highlight gaps in coverage on main train lines because of the impact for the economy.

Optimising the range and capacity of mobile coverage at the Wellcome Genome Campus has supported staff and students undertaking internationally significant scientific research.

Smart Innovation

The Connecting Cambridgeshire Programme has developed and delivered the 'Smart Cambridge' programme in partnership with the University of Cambridge for the Greater Cambridge area as part of the Greater Cambridge Partnership Programme over the last five years. A new workstream, sponsored by the Combined Authority was established in 2020/21 to extend elements of the Smart programme to Cambridgeshire market towns.

New technologies are now supporting market towns in their post-Covid recovery plans. Digital totems, and smart panels are being installed to provide useful visitor and journey planning information. Sensor networks are being deployed to collate data on air quality, traffic movements and flooding.

Smart market towns

Digital totems are being installed in Huntingdon town centre to display useful information for residents and visitors about what's on, shopping, and travel options, which will also be accessible via mobile phones.

Pocket SmartPanels have been launched in 11 market towns - providing real time bus and train information via smartphones.

SmartPanels displaying location-specific travel information on large screens are also being deployed in a range of buildings to help people make sustainable transport choices.

Cambridgeshire and Peterborough Digital Connectivity Strategy 2021-2025

Digital connectivity has never been more important for businesses, communities and public services and the key objectives for the future strategy, which builds on the current programme, are set out below. However, each area within the Cambridgeshire & Peterborough Combined Authority is unique with its own challenges and priorities, requiring a local approach to digital infrastructure planning.



Collaborative work with several of the Combined Authority's constituent Local Authorities is already underway to create local digital infrastructure plans, taking into account the geography, opportunities and needs in each locale. The 2021-2025 strategy will further develop this local approach, working with each of the Combined Authority Councils to co-create a dashboard and digital infrastructure plan.

Broadband

Introduction

Although reliance on mobile data continues to increase at a rapid pace, this does not change the need for broadband (or 'fixed' connectivity), which provides connectivity directly as well as underpinning mobile and Wifi solutions. In fact, faster and higher capacity mobile connections have an even greater reliance on fibre connectivity to provide the 'backhaul' between mobile towers and other wireless infrastructure.

Increased home and remote working during the pandemic has significantly impacted the bandwidth requirements for domestic users and key providers saw an immediate 30% increase in data usage by their subscribers in March 2020. However this trend was clear even before the Covid-19 pandemic, as this graph shows.

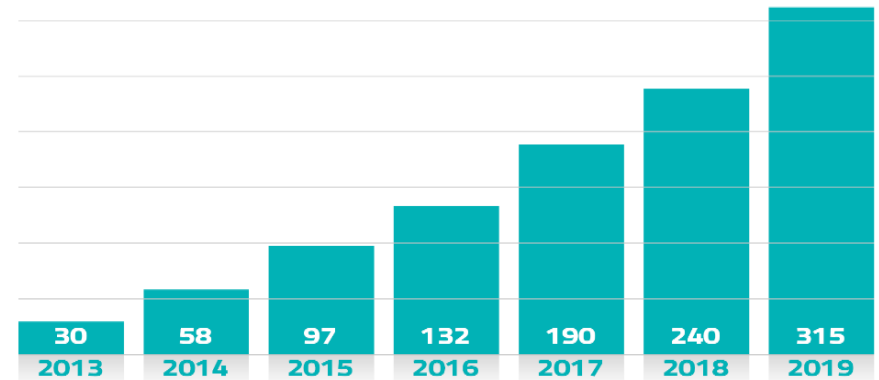
Broadband Infrastructure

Target

Government has a target of 85% gigabit-capable coverage for the UK by 2025, however this is an average for the country and there is a danger that without a specific focus, as a predominantly rural area, we will no longer be at the leading edge and will not have the ubiquitous forward facing infrastructure we need for our area to prosper. Therefore it is important to set a target to meet 85% coverage by 2025 and we will be aiming to exceed this if possible.

MONTHLY BROADBAND DATA USE IS INCREASING EVERY YEAR

Average fixed broadband use per month, gigabytes (GB)



Source: House of Commons Briefing Paper (April 2021): Gigabit-broadband in the UK: Government targets and policy.

This coverage target will be met by a combination of coverage provided by commercial operators, investing their own funds to rollout infrastructure in our area, and by coverage provided on a 'gap funded' basis, which uses public funding to supplement market investment for those areas which would otherwise not be commercially viable.

Our area now has a very dynamic commercial environment with a number of active suppliers planning significant investments in gigabit-capable infrastructure, however the challenges involved in rolling out broadband infrastructure means that the operators need a supportive local environment in order to deliver successfully.

Challenges

The rollout of broadband infrastructure is increasingly complex and there are a number of factors which can make the process time consuming and expensive, increasing the potential for market failure.

- The wide range of challenges includes: obtaining wayleaves and planning permissions from unresponsive landowners; securing Streetworks permits, including road closures; lack of accurate data in relation to the location and condition of some existing infrastructure; and high cost civils causing unpopular disruption to streets and pavements.

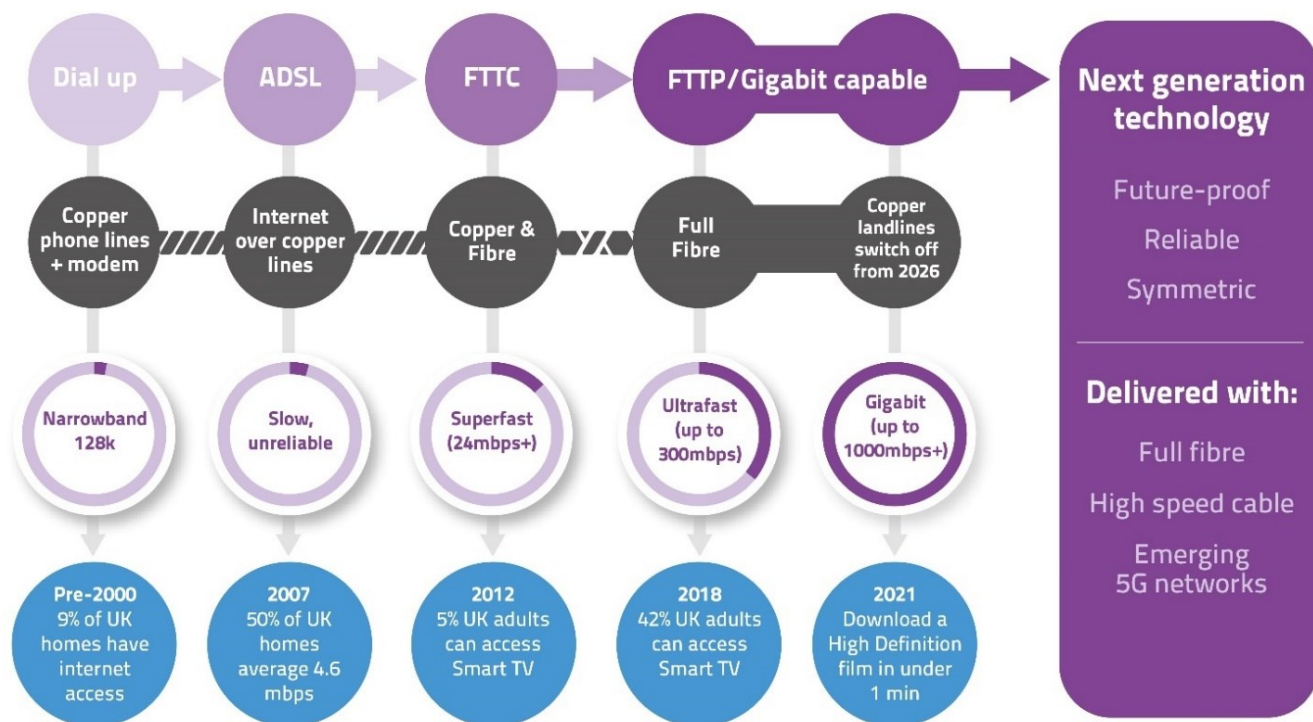
Solutions

Building on existing work, over the next four years we will target exceeding 85% gigabit-capable coverage by:

- Working with commercial providers and continuing to facilitate industry investment. The target to reach over 30% full fibre by 2022 has been met early and gigabit-capable coverage is currently just under 50%. Work with operators to support investment, remove barriers and facilitate coverage will help to ensure planned commercial investment is delivered.
- Working with government to deliver public funded solutions where commercial coverage is not viable – this includes being in the vanguard of the government's new 'Project Gigabit' programme which will attract ~£40m central government investment to the area. This also includes supporting/extending the national Gigabit Broadband Voucher scheme, which provides government funded vouchers, with a local top-up where needed, for homes and businesses that will not be covered by commercial or gap funded schemes.

- Integrating fibre ducting in transport and other infrastructure schemes where it is feasible to do so, including exploring innovative new solutions such as fibre in water infrastructure and making public sector ducting available to operators on a wholesale basis, via the Light Blue Fibre joint-venture with the County Council and the University of Cambridge.

The Evolution of Broadband



Copper switch off

The Public Switched Telephone Network (PSTN) will start to be phased out from 2026 and replaced with digital systems delivered over broadband connections. This will affect all public services, businesses and domestic premises, making people even more reliant on digital connectivity and will require signposting and awareness raising, particularly among those who do not use mobile phones, or cannot access the internet.

Digital Infrastructure resilience and risk

With increased reliance on digital technology comes greater risk of the impacts of system failures, cybersecurity risks and cascade failures in relation to extreme climate events. Telecommunications is one of 13 sectors overseen by Government as part of the Critical National

Infrastructure (<https://www.ncsc.gov.uk/section/private-sector-cni/cni>) . The Programme team will work with local and national stakeholders and suppliers to mitigate and protect against systems failures which might impact on the availability of telecommunications services.

Mobile – 4G and 5G

Introduction

Mobile services are now at the heart of how most people stay in touch and go online. 95% of adults have access to a mobile phone while Ofcom reported that in 2020, the vast majority (85%) of all adults used a smartphone to go online for a wide range of activities, particularly when face-to-face interactions were restricted due to the Covid pandemic.

People of all ages increasingly rely on mobile internet access for socialising, shopping, home working, banking, public service information, news, and entertainment. Mobile internet has also supported a move to digital payments, particularly where businesses are unable to access fixed-line broadband. Mobile connectivity is also an important underpinning technology to the Cambridgeshire & Peterborough Combined Authority's work to improve bus services. To be successful, Demand Responsive Transport and new travel hubs will need travellers to be able to book, track services and understand disruptions to give the best possible customer experience.

5G is the next generation of mobile communications and is required to underpin future connectivity including 'Internet of Things' (IoT) technology.

Challenges

There are several key challenges that are slowing the delivery of mobile infrastructure:

- **Planning** – Planning authorities have seen a marked increase in planning applications to upgrade masts for 4G and 5G from mobile operators and new legislation has revised guidance on permitted infrastructure. The provision of mobile masts continues to divide public opinion and mast upgrade planning submissions are problematic for both planning teams and the infrastructure providers supporting mobile operators. 65% of the 44 planning applications for new mobile phone masts across Cambridgeshire and Peterborough decided between April 2019 and August 2021 were refused - particularly taller structures of 18-20m required to upgrade 4G and deliver 5G coverage.

- Access to Infrastructure – street lighting columns are key structures for ‘small cell’ based deployment of mobile services. As in many other areas of the UK, streetlights in Cambridgeshire are managed under a Private Finance Initiative (PFI) contract with terms which do not allow for the deployment of telecoms equipment and limit opportunities for other uses. Working with the Government’s newly established Digital Connectivity Infrastructure Accelerator (DCIA), offers an opportunity to model a new approach, which includes trialling multi-use

utility poles called 'Smart Poles' hosting a range of functions including electric vehicle charging, environmental sensors, small cells and Wifi as well as micro energy generation systems.

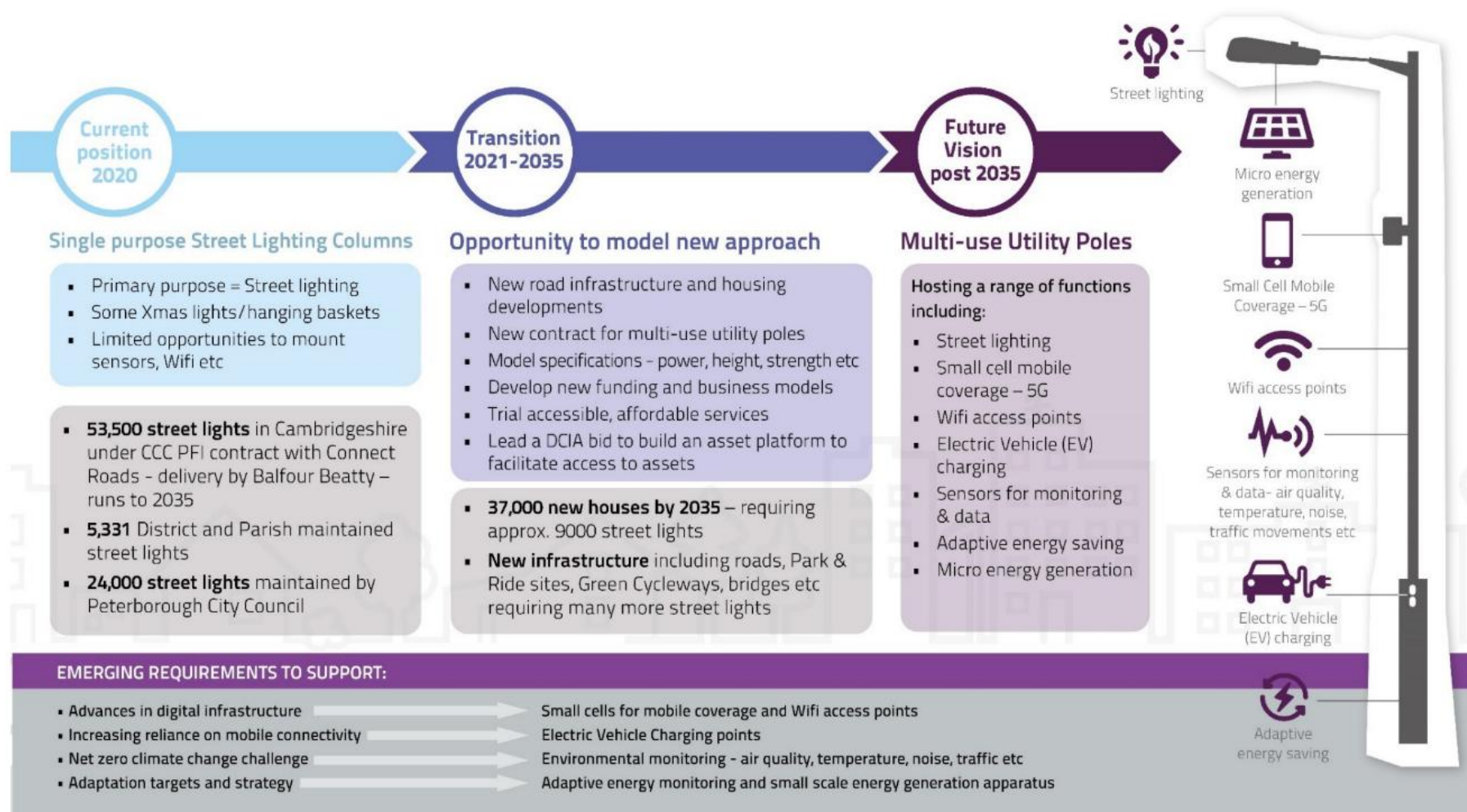


Image: Future Smart Streets

Solutions

The Connecting Cambridgeshire programme is working with planning authorities, mobile operators, leading businesses, and government to improve mobile coverage and capacity to:

- Continue to identify areas of poor mobile coverage affecting businesses and communities and work with stakeholders and operators to find solutions.
- Continue to facilitate mobile infrastructure delivery, supporting operators in deploying masts and equipment to improve connectivity by liaising with key stakeholders.
- Put in place specialist telecommunications planning resource to support operators deploying both 4G and 5G and target increasing successful applications related to new phone masts by 100% over the next two years. The planning resource will ensure that all mobile applications are determined within the statutory limit of 56 days.
- Be at the forefront of innovative use of local authority assets to support the rollout of mobile connectivity by submitting a bid to the Governments Digital Connectivity Accelerator Programme, which is developing online tools to digitalise and, where possible, automate the process of finding and securing rights-of-use of suitable locations.
- Explore opportunities for initial trial deployments of small cells and a longer-term strategy to support access to street furniture.
- Work with Government to develop standards for Smart Poles that will accelerate their development and deployment.
- Collaborate and learn from other leading areas, such as the West Midlands Combined Authority's WM5G unit, to explore barriers to mobile connectivity in greater depth and to trial and test solutions.

5G

Introduction

The Future Communications Challenge Group estimates that if the UK takes full advantage of the opportunities offered by 5G - the next generation of mobile services - the economic impact could be around £164bn (or £2,500 by head of population) by 2030. With a local economy well-placed to take advantage of technology advances, it is imperative that mobile operators are able to deploy 5G in Cambridgeshire and Peterborough as early as possible. However, given the high costs of deployment and the relatively low population density, this area would not naturally achieve ubiquitous coverage very soon. Reducing the barriers to deployment and encouraging rapid 5G infrastructure deployment is therefore extremely important to ensure that this area maintains its leading edge.

Mobile operators are at the beginning of the rollout of 5G, which is more than just faster mobile Internet. 5G will become a vital building block of the wider digital transformation that is taking place throughout society. With 5G peak speeds will reach and exceed 1Gbps with the ability to manage traffic more efficiently than with 4G and network capacity will increase. New techniques including 'network slicing', 'software defined networks' (SDN) and 'virtualisation' will mean that a single network can be 'sliced' into multiple virtual networks that can support different radio access. For example, a network may be partitioned to allow consumer access, secure access to emergency services and to allow Internet of Things (IoT) devices to connect, which can then be controlled via software, allowing the spectrum of radio frequencies to be used differently.

These advances mean that users will be able to enjoy higher and more consistent average speeds. Even in crowded scenarios or in areas with less-than-ideal coverage, 'real-time' applications will become possible and more devices will be able to connect to a 5G cell site - supporting the expected explosion in the number of devices as part of the IoT.

Agritech

Agricultural IoT devices will allow farmers to better measure crop health: using sensors to monitor moisture, fertilization and nutrition levels and report on current/predicted weather patterns to allow for improved crop management. This will mean agriculture can become more productive and more sustainable, with benefits such as a reduction in the amount of water needed to grow crops.

Consequently, 5G will unlock a number of technology developments including: the provision of high-speed broadband to properties using mobile networks particularly in areas where it is hard to deploy fibre; delivering telehealth care into people's homes using high definition video and Artificial Intelligence (AI); and Agritech technologies and mass-sensing of infrastructure, for improved industrial processes.

Challenges

To deliver increased speeds and capacity, mobile operators will need to deploy a network of small cells which will be located on-street. Issues include:

- Access to infrastructure to deploy small cells, lighting columns are the ideal location to deploy small cells and issues with the PFI contractual arrangements will slow the deployment of 5G.
- Additional 'street clutter' and capacity on street lighting columns could be a problem if all four main mobile network operators attempt to deploy small cells in similar locations. Potential solutions include greater infrastructure sharing and the deployment of a 'neutral host model'.
- Roll out of 5G into areas such as market towns, villages and rural areas is not currently a priority for mobile operators. A study has been recently commissioned to understand more about the challenges and opportunities to accelerate 5G deployment in market towns and rural areas, and the analysis will be used to inform future planning.

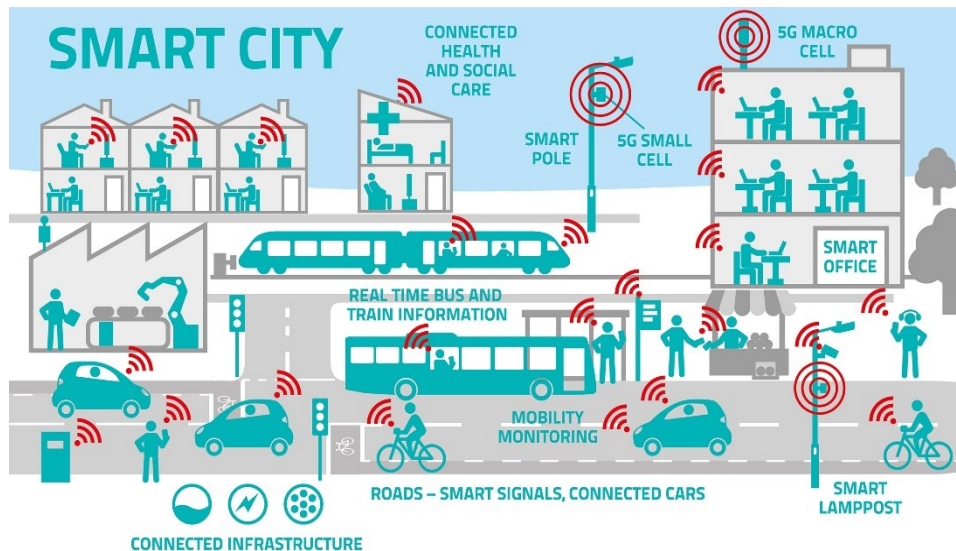
Solutions

- Work with operators to support the initial deployments of 5G ready infrastructure including small cells, which will result in the first 5G deployments in Cambridge and Peterborough.
- Work with business and campuses to support the deployment of private 5G networks (deployed for the use of private companies or developments) and identify opportunities for private networks to support public connectivity through network slicing.
- Develop an approach to support a passive neutral host model while working with operators to understand how an active neutral host model could support 5G connectivity.
- Work with operators and industry to submit bids for Government funding through the Department for Digital, Culture, Media and Sport (DCMS) to fund the trialling of 5G technologies specifically small cells which will support the development of a deployment model and use cases.
- Work with Government on reducing the barriers to the deployment of 5G services.

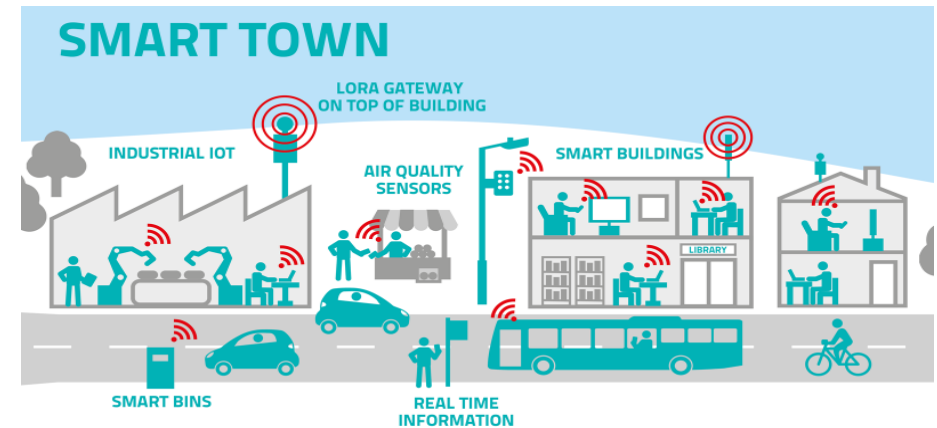
Smart

Introduction

Advanced data techniques, sensor technology and digital connectivity are creating opportunities to support the sustainable growth of local economies, create better places and to help address some of significant challenges of our time, such as moving towards net zero, climate change mitigation and adaptation and the reduction in transport congestion and air pollution.

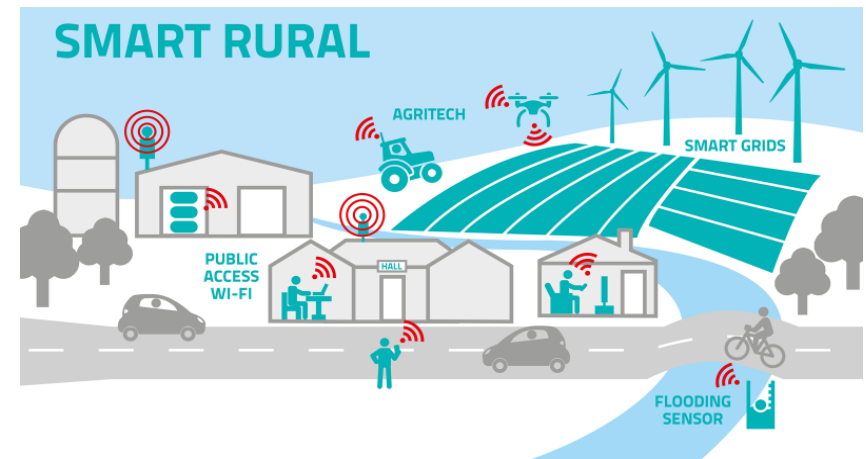


These infographics illustrate the range of opportunities for smart technology and digital connectivity to enhance how we live and work in our cities, towns and rural areas.



IoT – Internet of Things - where things such as sensors, devices and cars are connected to the internet.

LoRA – a low powered communication network for sensors.



Data collected from sensors can help in addressing these issues, for example:

- Health and Social care - supporting in-home care by sensing whether someone has fallen, is using their cooker and kettle, or has left their home.
- Water Consumption - monitoring of water usage and flooding, allowing better management regimes to lower water consumption and give better warning of flooding events. Low-cost IoT-based networks such as LoRa can support the deployment of flood sensors which are inexpensive to install and maintain due to their long battery life. The sensors can measure the level of water in streams and culverts giving an early warning alert and even averting flooding.
- Air Pollution - air quality sensors can measure pollution, informing policies to reduce the impact on residents' health.
- Better real-time travel information can help residents make more sustainable journeys.
- Smart Energy Grids Data underpins advances in the way energy is managed through smart grids.
- Monitoring of new developments - sensors can be used by planners and developers to understand the impact new developments are having on infrastructure such as water and power, traffic movements and the impact on air quality, for the site and surrounding communities.

Challenges

To be able to begin to collect and exploit data to address these challenges there needs to be in place:

- Connectivity – Making sure sensors can connect via local low power wide area networks (LPWAN). Because these networks are low power, batteries can last for up to 10 years and the networks cover large areas. LoRa networks have already been deployed in Cambridge, Ely, South Cambridgeshire and St Neots and work with district council partners is underway to extend the networks to Soham, Huntingdon, St Ives and Ramsey.
- Data Platform – A means to collect data into one place, making the sharing and re-use of data easy as well as making it available to be fed into tools which support the modelling and visualisation of data to draw intelligence and insight from it.

Solutions

- Once initial deployment of gateways has been completed (2021/22), a gap analysis of the network will be undertaken and additional gateways deployed as needed to ensure complete coverage.
- Working with the District Councils, County Council and the GCP, a data hub will be developed that allows data sharing between public sector organisations and with businesses and communities.
- Collaborating with partners on pilots and trials of new technologies including deployment of air quality sensors, water level and flooding sensors as well as a investigation of use cases driven by the needs of the District and Town Councils.
- Assisting the inclusion of future proof digital connectivity infrastructure in the Local Plan, with consideration of how emerging technologies may support sustainable developments. Providing input to the NE Cambridge Area Action Plan (AAP) process, and supporting the development of other AAP documents, to incorporate Future Mobility, Advanced Connectivity and Environmental Monitoring.
- Collaborating with infrastructure delivery, utility and housing organisations to exploit advanced connectivity, including Anglian Water, UK Power Networks, , Network Rail and Highways England.
- Working with the Greater Cambridge Partnership to deliver its Smart Workstream, which will support more sustainable travel, create more sustainable developments and support work in addressing climate change.

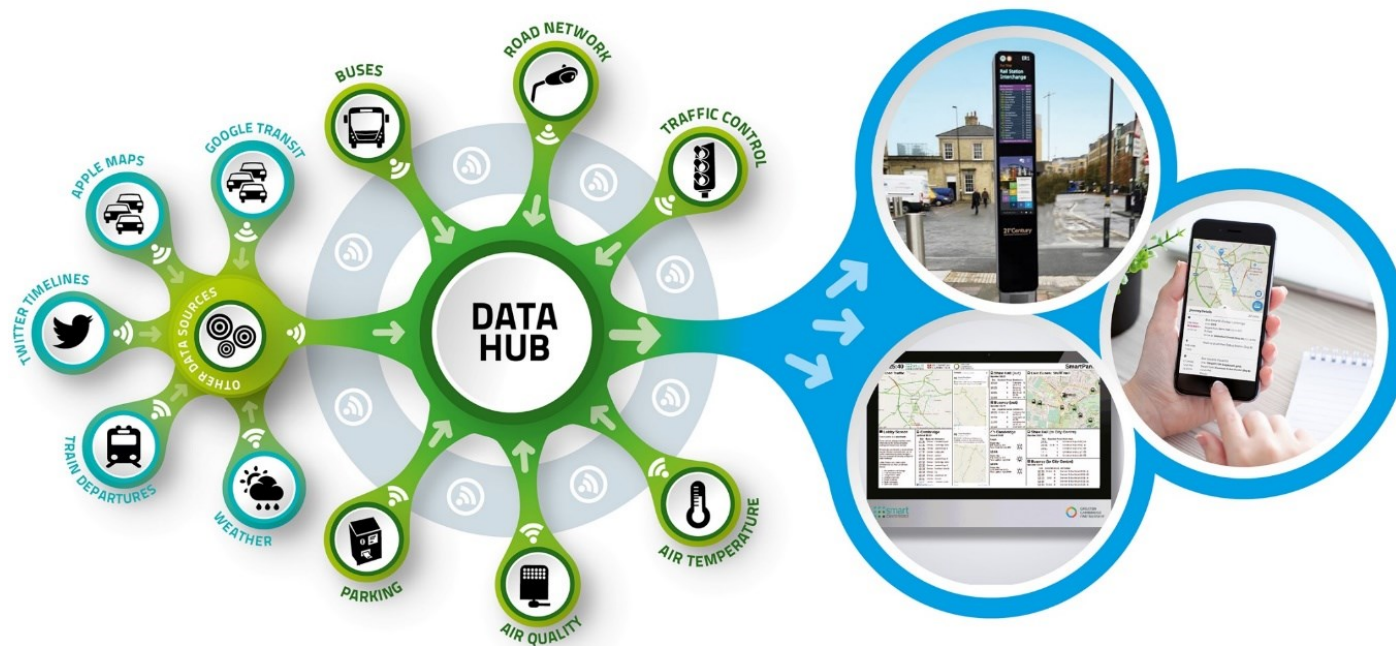


Image: Real world applications using data collated through the digital platform

Flooding resilience

The LoRa network and the increasing availability of other types of low powered networks will make it increasingly simple to deploy sensors that measure water levels and flow. An application could show waterway segments, allowing thresholds to be set on each sensor for high, normal and low water levels. Alerts can then be set that warn of problems such as blocked culverts and drainage ditches or give early warning of flooding. This information can then be passed on to the County Council's Flood Risk team, or other responsible bodies, to ensure that early interventions are made. Residents could also receive an early warning of potential flooding giving them more time to prepare and helping communities to become more resilient.

Access and Inclusion

Introduction

Many more people are now connected to the Internet as a direct result of the challenges of Covid-19, however whilst simultaneously accelerating our reliance on connectivity, the pandemic has also sharpened and exacerbated the digital divide in the UK.

Whilst the reasons for digital exclusion are multi-layered, research from Dr Gemma Burgess at the Cambridge Centre for Housing and Planning Research highlights that access to digital connectivity is one of the key issues.

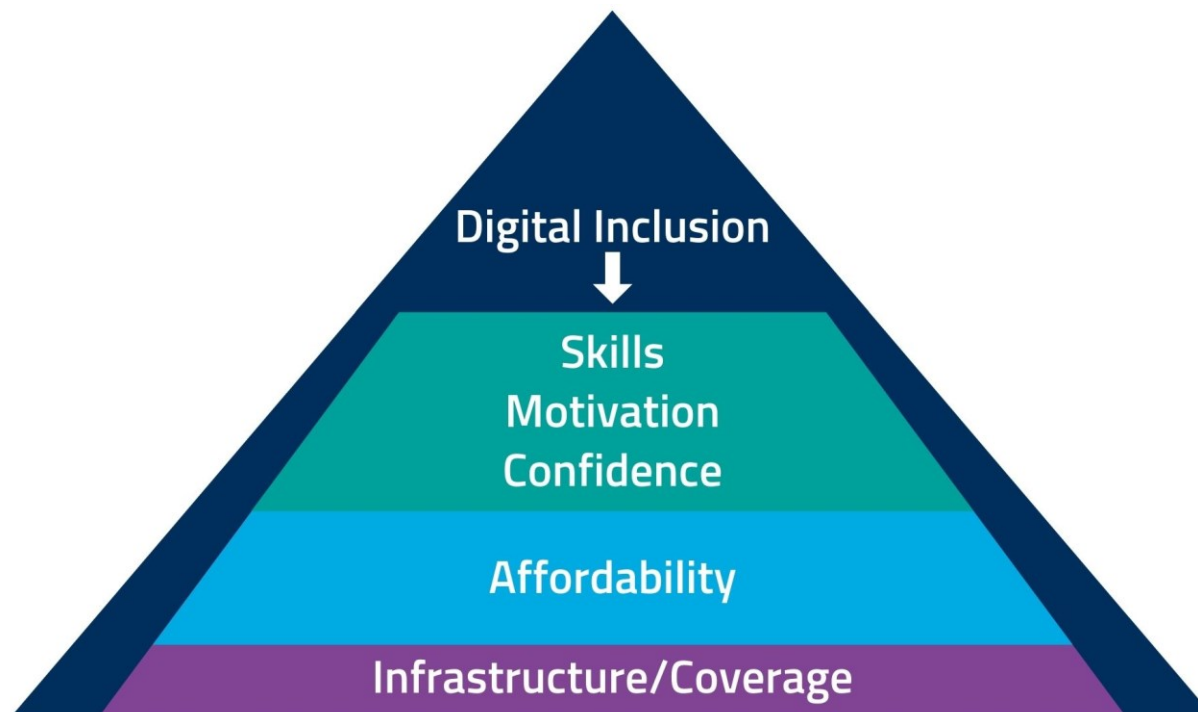


Image: Factors influencing digital inclusion

***“Pay the Wifi or feed the children”
Coronavirus has intensified the UK’s
digital divide... What we are seeing is an
increasing divide between those who have
access to information and
communications technology and those
who do not, giving rise to inequalities in
access to opportunities, knowledge,
services and goods....***

This point is emphasised by the Lloyds Bank 2021 Consumer Digital Index Study, whose research shows that manual workers with high or very high digital engagement, earn £421 more per month than their less digitally engaged peers, in the same roles.

Whilst addressing the full range of issues which impact on digital inclusion – motivation, skills, confidence and affordability – is beyond the scope of the digital infrastructure strategy, supporting increased access to digital connectivity is a key part of the picture and this strategy focuses on two specific aspects: public access Wifi provision and digital connectivity infrastructure for social housing residents.

Public Access Wifi

Free to use public access Wifi can be an important factor in helping to ensure that as many people as possible have access to digital connectivity as well as supporting struggling high streets as part of the economic recovery from the Covid pandemic.

In recent years the Connecting Cambridgeshire programme has enabled the roll-out of the single-sign-on 'CambWifi' service which provides free to use, seamless Wifi connectivity in hundreds of locations across the area, including cities, market towns and rural village halls in both indoor and outdoor places.

In Peterborough the newly installed public access Wifi service will play a key part in supporting the vibrant nature of the revitalised City Centre, encouraging a wider demographic and increased dwell time. Additionally, some of the most rural village halls now have access to CambWifi, enabling a range of community activities supporting community cohesion and greater well-being, and in Huntingdonshire CambWifi will provide connectivity to support service delivery to residents of the Oxmoor Estate.

Targets

Moving forward the focus for public access Wifi will be to:

- Investigate opportunities and funding to further expand the CambWifi services into more locations across Cambridgeshire and Peterborough.
- Consolidate existing public access Wifi services by broadcasting CambWifi in as many locations as possible.
- Publicise logon information and the locations where CambWifi is available to ensure that as many people as possible benefit from the service.

Social Housing Broadband Infrastructure Access

It is estimated that out of the 11m people in the UK without access to the Internet, 37% live in social housing and anecdotally it's clear that reliable access to the Internet amongst social housing tenants across Cambridgeshire and Peterborough is far lower than in market housing. Although affordability is a factor, initial research amongst local Registered Social Landlords (RSLs), telecommunications providers and Council Housing Teams highlights that the commercial provision of broadband infrastructure is poor, which means connectivity options are limited. There appear to be multiple reasons why commercial broadband infrastructure coverage is lower than in market housing, including: wayleaves and access; complex ownership models; legacy gaps in infrastructure and the capacity of housing associations to engage in the technical and legal steps required. Meanwhile telecommunications providers find it difficult to find an appropriate point of contact within RSLs and Government-funded connectivity vouchers are oriented towards owner occupiers rather than tenants.

Some local Councils which operate their own housing stock have been able to address this issue for their properties. For example, Cambridge City Council has recently devised and implemented a standard 'bulk' wayleaves scheme for their properties, which has resulted in a marked increase in access to full fibre provision for tenants. However, only a small proportion of social housing across Cambridgeshire and Peterborough is overseen directly by local Councils and therefore a wider approach is needed to resolve the current issues.

Solutions

- Explore the issues that affect digital connectivity for social housing and develop approaches to resolve these issues.
- Make more public access Wifi available via CambWifi: seek further funding streams and look to extend and expand current provision, working with local District and City Councils.
- Continue to liaise with partners and key stakeholders to signpost digital inclusion activities to support access to jobs, health and education.

Targets

- Improving gigabit-capable broadband coverage for social housing, matching the 85% target for market housing by 2025.
- Develop and agree policy for all new homes commissioned by the Combined Authority from 2022 to include gigabit-capable broadband provision.

Glossary

A comprehensive [glossary of digital connectivity infrastructure terms](#) can be viewed as a pdf on the Connecting Cambridgeshire website.

Useful links

Broadband

House of Commons Briefing Paper (April 2021): [Gigabit-broadband in the UK: Government targets and policy](#)

Openreach re.Covid impact <https://www.fiercetelecom.com/telecom/openvault-covid-19-pandemic-drives-51-spike-broadband-traffic-2020>

Copper Switch off <https://www.openreach.co.uk/cpportal/products/product-withdrawal/wlr-withdrawal>

Mobile

Ofcom [Adult's Media Use and Attitudes report 2020/21 \(ofcom.org.uk\)](#)

5G [Microsoft Word - 5G Literature Review - final report 05062018c.DOCX \(publishing.service.gov.uk\)](#)

Smart

[Connected Nations Spring Update 2021 \(ofcom.org.uk\)](#)

Housing data <https://cambridgeshireinsight.org.uk/housing/>

Access and Inclusion

Dr Gemma Burgess, Cambridge Centre for Housing and Planning Research, University of Cambridge

<https://www.cam.ac.uk/stories/digitaldivide>

Lloyds Bank 2021 Consumer Digital Index Study <https://www.lloydsbank.com/banking-with-us/whats-happening/consumer-digital-index.html>

Good Things Foundation <https://www.goodthingsfoundation.org/the-digital-divide/>

Contact

For further information, email Connecting Cambridgeshire team at connectingcambridgeshire@cambridgeshire.gov.uk or call 01223 703293.

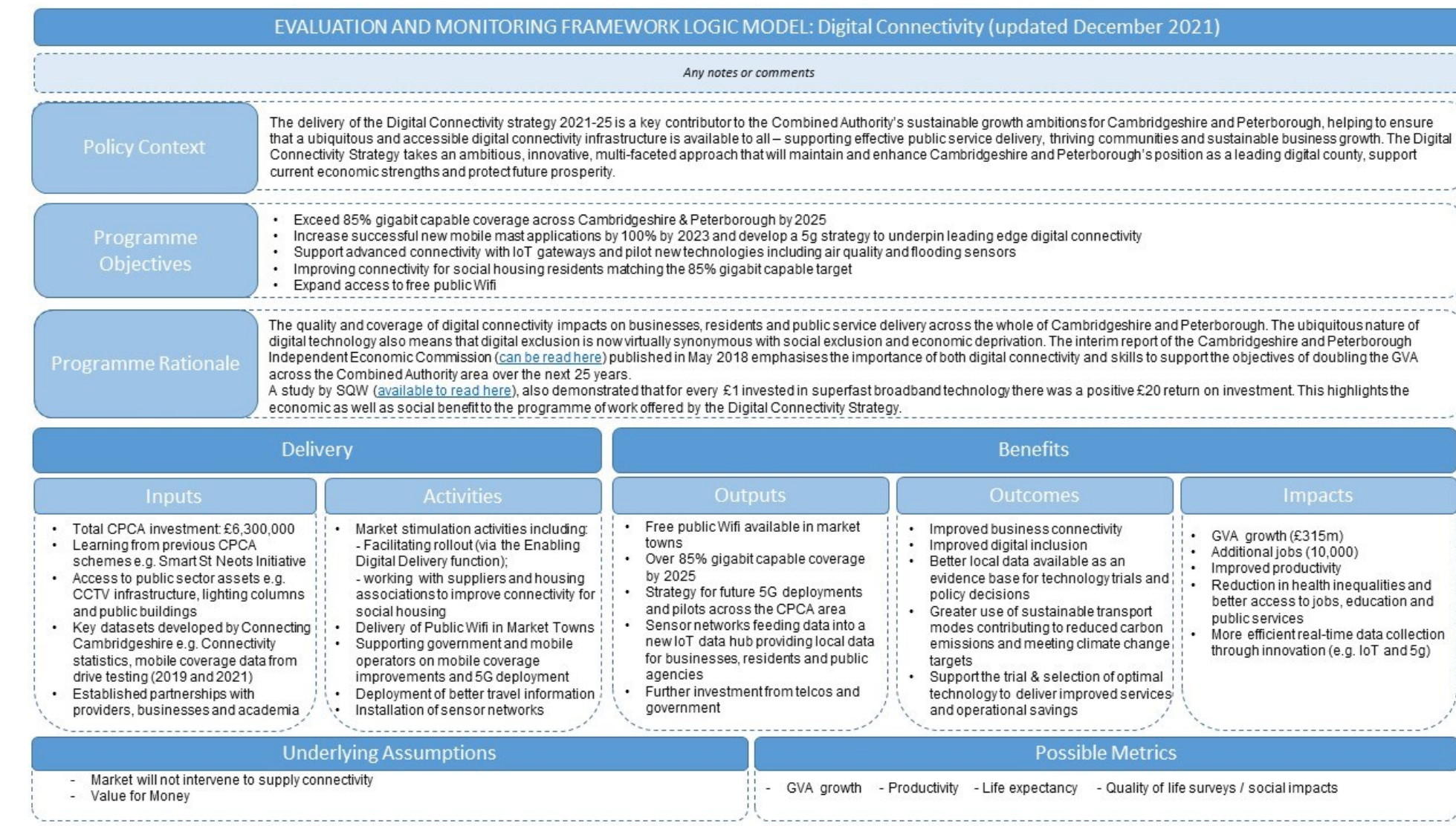
9 Appendix B Performance Management and Financial Control

Stage	Requirements	Monitoring activity	Owner	Reports to Frequency
Business Case	<ul style="list-style-type: none"> CCC to demonstrate that management and financial controls are in place to monitor outputs and outcomes as applied to the project as a whole CCC to demonstrate that appropriate due diligence processes are in place in the consideration of all projects including for example the procurement and appointment of consultants 	Due diligence prior to investments	CCC Connecting Cambridgeshire Programme Director	CPCA Board approval CCC Connecting Cambridgeshire Programme Board CPCA Project Director
Delivery	<ul style="list-style-type: none"> CCC to demonstrate milestone achievement Highlight reports to CCC Connecting Cambridgeshire Programme Board Highlight reports to CPCA Project Director CPCA Financial monitoring and CCC funding claims CPCA claim form, evidence and CCC invoices monthly Payments monthly in arrears. Based on funding table and milestones agreed in the business case and on-going by the CPCA Project Director as agreed in the CPCA business plan. Review of progress toward targets Annual connectivity review monitoring and benchmarking connectivity, measuring progress towards targets: 	<p>Milestone delivery</p> <p>Financial & budgetary control and tracking of financial commitments consistent with the accounting processes adopted by the CCC & CPCA</p>	<p>CCC Connecting Cambridgeshire Programme Director</p> <p>CCC Connecting Cambridgeshire Programme Director</p> <p>CCC Connecting Cambridgeshire Programme Director</p>	<p>CCC Connecting Cambridgeshire Programme Board</p> <p>CPCA Project Director monthly</p> <p>CPCA Project Director and Finance Team monthly</p> <p>CPCA Project Director Annually</p> <p>CCC Connecting Cambridgeshire Programme Board</p>

Stage	Requirements	Monitoring activity	Owner	Reports to Frequency
	<ul style="list-style-type: none"> Exceed 85% gigabit capable coverage across Cambridgeshire & Peterborough by 2025 Increase successful new mobile mast applications by 100% by 2023 and develop a 5g strategy to underpin leading edge digital connectivity Support advanced connectivity with IoT gateways and pilot new technologies including air quality and flooding sensors Improving connectivity for social housing residents matching the 85% gigabit capable target Expand access to free public Wifi <p>Across the CPCA area against national data. Review to also include comparative data for nearby areas.</p> <p>Note: CCC has in place:</p> <ul style="list-style-type: none"> Contract management procedures Budgetary control systems Governance arrangements – progress reporting: <ul style="list-style-type: none"> On an ‘exception’ basis, that is, regarding significant slippage, variations in cost and time. 			<p>Annually</p> <p>To CPCA H&C committee and board as appropriate – agreed with the Project Director</p>
Post Contract	<p><u>Outcomes</u></p> <p>Targets and Outputs</p> <ul style="list-style-type: none"> Has the project succeeded in achieving the expected targets and outputs? <p>Broader economic outcomes.</p>	Tracking and confirmation of performance	CCC Connecting Cambridgeshire Programme Director	<p><i>Final Connectivity Review</i></p> <p>Connecting Cambridgeshire Programme Board CPCA H&C Committee CPCA Board</p>

Stage	Requirements	Monitoring activity	Owner	Reports to Frequency
	<p>Attribution of GVA impact will be analysed in line with the overall CPCA evaluation framework.</p> <p>In the meantime, proxy attribution will be developed by tracking the private financial investment across the county combined with fibre and mobile coverage statistics using the current available research measures as outlined in the business case.</p> <p>Lessons learnt and data generated in evaluation to inform future policy.</p> <p>Indirect outcomes include:</p> <ul style="list-style-type: none"> • Improved business connectivity • Improved digital inclusion • Better local data available as an evidence base for technology trials and policy decisions • Greater use of sustainable transport modes contributing to reduced carbon emissions and meeting climate change targets • improved services and operational savings via the trial & selection of optimal technology <p>It is recommended that a final post-completion review is commissioned within approximately 12 months of programme completion. To include an economic and social impact assessment including a range of qualitative and quantitative measures.</p>	Evaluation of economic impact	CPCA Monitoring and Evaluation team	<p>Post completion review and economic impact assessment</p> <p>CPCA Board</p>

10 Appendix C Logic model





**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 7.1

Strategic Funding Management Review January 2022

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	26 January 2022
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director of Business and Skills
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the revised strategic approach for targeting Category 1 of the Business Board recycled funds.b) Approve the criteria for the project scoring assessment of applications to the Business Board recycled funds.c) Approve the process for investing Business Board recycled funds as stated at Category 1 and 2.
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

1. Purpose

- 1.1 The Board is invited to approve the revised strategic approach for targeting Category 1 of the Business Board recycled funds; to approve the criteria for the project scoring assessment of applications to the Business Board recycled funds; and to approve the process for investing Business Board recycled funds as stated at Category 1 and 2.
- 1.2 These proposals were considered by the Business Board on 10 January 2022. Following discussion, the Business Board resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The report to the Business Board can be viewed via the link below. Item 2.2 refers:
[Business Board meeting - 10 January 2022](#)

2. Considerations

- 2.1 None.

3. Appendices

- 3.1 Appendix 1 - Proposed Process Criteria Recycled Funds Category 1
- 3.2 Appendix 2 - Proposed Process Criteria Recycled Funds Category 2
- 3.3 The remaining appendices to the Business Board report are available to view at:
[Business Board meeting - 10 January 2022](#)

4. Background Papers

- 4.1 [Combined Authority Board 24.11.21 - Item 3.6 - Community Renewal Fund Award Approval](#)
- 4.2 [Business Board 08.11.21 - Item 2.2 - Strategic Funds Management Review November 2021](#)
- 4.3 [Local Growth Fund Documents, Investment Prospectus, guidance and application forms](#)
- 4.4 [List of funded projects and MHCLG monitoring returns](#)
- 4.5 [Local Industrial Strategy and associated sector strategies](#)

Recycled Local Growth Funds

Category One (£1m pot)

To provide additional funding to existing projects and programmes or new projects ready to start immediately satisfy unmet need & generate enhanced outcomes - **Grants in the region of £400,000**

Application Criteria & Process



Could be an existing live or very recently completed project or a ready to go project



A short open call will be made on CPCA Website:

Projects must still be in delivery mode and be able to evidence unmet market need and the ability to deliver enhanced outcomes linked to the current project or if a new project evidence of unmet need and clear outcomes will be required



Grants in the region of £400,000 per project (capital only)



Application & Evaluation process:

Mirrors the current CRF process with initial go/no go basic application followed by a detailed full application evaluated by internal officers, & External Due Diligence Sign off by Business Board & ratified by Combined Authority Board



Delivery Requirements for applicants



Criteria for applicants:

- Mobilise in 4 weeks
- Completed by December 2022
- Demonstrate market need
- 50% increase in VFM original outcome generation



Evaluation Requirements - projects will be pilots for the SPF



Monitoring & Evaluation:

Baseline evidence data will be required
Projects will be monitored monthly
Final evaluation report will be produced to feed into SPF bids

Cat 1 - Criteria go/no go – via HubSpot

What area/s will the proposed project be delivered in? (tick all that apply)

- Fenland
- Peterborough
- East Cambridgeshire
- South Cambridgeshire
- Huntingdonshire
- Cambridge City
- Region Wide

Strategic Fit

1. Is your project linked to an existing project still in delivery? (yes/no) if No then is the project ready to start immediately? (yes/no)
2. Do you project outcomes create additional Value for Money at a high rate? If yes, then please state which apply to the project as set out in either or both above documents (needs text box)

Finances

1. Does your project proposal require capital funding? (yes or no)
2. Will your project proposal will be delivered (including all expenditure incurred) by 31 December 2022? (yes or no)
3. Do you have match funding or leverage funding for the project proposal? If yes, how much?

Legal

1. Will the proposed project be delivered in partnership with another organisation? If yes, which sector does your partner organisation fall into:
 - Voluntary sector
 - Education
 - Private Business
 - Local Authority
 - Health

Recycled Funds Category 1 – Application Form

This form is to be used for project applicants applying for Category 1 recycled funds held by the Cambridgeshire & Peterborough Combined Authority Business Board.

The criteria for assessing applications is found here (insert link to website)

Applicant Name:

Lead Officer Name & Position:

Contact Telephone:

Contact Email:

Postal Address:

Website:

Company Registration Number (where appropriate):

Charity Number (where appropriate):

Type of Organisation (select from list below:

- Local Authority
- Private Sector
- Voluntary Sector
- University
- FE College
- other

Amount being requested (£):

The application investment priority (please select at least one from the list below) :

- Investment in Skills ☐
- Investment in Business ☐
- Supporting people into employment ☐

Part 1 – Project Summary

For questions 1b – 1f please use 500 words or less and be as concise as possible in your description

Project Name:

LGF Project

1b. What activities will take place?

--

1c. Who will deliver the activities?

--

1d. How will the activities be delivered?

--

1e. Who will be the beneficiaries of the project?

--

1f. Where will the project take place?

--

1g. Start Date

End Date

1h. Which places will benefit from the project? (Local Authority Areas)

--

1i. What are the project milestones?

Milestone

Target Month/Year

Part 2 – Project Impact

For questions 2a – 2d please use 500 words or less and be as concise as possible in your description

Project Name:

2a. What will be the short & long term benefits of the project on the beneficiaries?

--

2b. how does the project align with local need & strategic growth plans?

--

2c. How does the project demonstrate Value for Money?

--

2d. What market need has been identified?

--

2e. What impact will the project have?

(Annex A will include the detail impact indicators)

--

2f. What outcomes will the project deliver?

--

2g. How have the outcomes been estimated?

--

Part 3. Funding Package

3a. How much funding is being sought? (£)

Please complete Annex B – Funding Package & Profile

3b. Does this project include any match funding?

How much (£)

3c. What will the funding be spent on?

Part 4. Project Applicant Experience & Capacity

For questions 4a – 4d please use 500 words or less and be as concise as possible in your description

4a. What experience do you have of delivering this type of activity?

4b. Describe the resources (e.g. staff) you have to deliver the project

4c. If staff are to be recruited, how will you manage the risks associated?

4d. describe the systems you will use to ensure claims are only for costs associated with the project?

Part 5. Project Risk Management

For questions 5a – 5b please use 500 words or less and be as concise as possible in your description

5a. Summarise the key risks for the projects as identified in Annex C – Risk Register

--

5b. Describe the process for monitoring risks

--

Part 6. Evaluation

For questions 6a – 6b please use 500 words or less and be as concise as possible in your description

6a. How will the project be evaluated? (How it was delivered & its impact on clients)

--

6b. How will the findings be disseminated?

--

Part 7. Subsidy Control

For question 7b please use 500 words or less and be as concise as possible in your description

The project must deliver in line with Subsidy Control as per Government Guidance?

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

7a. Does any of the project involve the issue of subsidy? Yes/No

7b. If yes, please explain how the subsidies are compliant with the UKs Subsidy control regime?

--

Part 8. Data Protection

Please note that the CPCA will be a Data Controller for all Recycled Funds Applications-related Personal Data collected with this form and submitted to the CPCA, and the control and processing of Personal Data.

The Lead Authority will process all data according to the provisions of the Data Protection Act 2018 and the UK General Data Protection Regulation 2018 (UK GDPR) all applicable laws and regulations relating to processing of Personal Data and privacy, including, where necessary, the guidance and codes of practice issued by the Information Commissioner and any other relevant data protection regulations (together “the Data Protection Legislation (as amended from time to time)”).

As a Processor of Recycled Fund-related Personal Data your organisation and the Lead Authority (when acting in Great Britain) must ensure that such Personal Data is processed in a way which complies with the Data Protection Legislation (as amended from time to time).

By proceeding to complete and submit this form, you consent that the CPCA and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the CPCA for funding, as well as in accordance with its privacy policies. For the purposes of assessing your application the CPCA may need to share your Personal Data with other organisations for due diligence checks and by submitting this form you are agreeing to your Personal Data being used in this way.

Data Controller, Personal Data, Personal Data and Processor all have the meaning given to them in the Data Protection Legislation (as amended from time to time).

You can find more information about how the CPCA deals with your data here:

<https://cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/documents/governance/transparency/codes-ofconduct-and-policies/Data-Protection-Policy.pdf>

Part 9. Project Applicant Statement

I declare that I have the authority to represent the project applicant in making this application. I understand that acceptance of this application form by the CPCA does not in any way signify that the project is eligible for funding under the Recycled Fund or that any such funding has been approved towards it.

On behalf of the project applicant and having carried out full and proper inquiry, I confirm to the CPCA that:

- the project applicant has the legal authority to carry out the project; and
- the information provided in this application is accurate.

I also confirm to the CPCA: I have informed all persons whose personal information I have provided of the details of the personal information I have provided to you and of the purposes for which this information will be used, and that I have the consent of the individuals concerned to pass this information to you for these purposes;

I consent to the Personal Data submitted with this form being shared as set out in this form and in accordance with the CPCAs.

I shall inform the CPCA if, prior to any Recycled Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the CPCA in deciding whether to fund the proposal;

Any match funding that has been set out in part 3 will be in place prior to any award of Recycled Funding; and

I am aware that if the information given in this application turns out to be false or misleading, the CPCA may demand the repayment of funding and/or terminate a funding agreement pertaining to this proposal.

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant funding or for the purpose of assisting any person to obtain grant funding may be prosecuted. A false or misleading statement will also mean that approval may be revoked, and any grant may be withheld or recovered with interest.

I confirm that I understand that if the project applicant commences project activity, or enters into any legally binding contracts or agreements, including the ordering or purchasing of any equipment or services before the formal approval of the project, any expenditure is incurred at the organisation's own risk and may render the project ineligible for support.

Signed	
Date	
On behalf of:	
Position	

ANNEX A - PROJECT OUTPUTS 2021/22

Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.

Employment

Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3

Transport

Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			

Skills

Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)

Commercial

Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		

Business & Enterprise

Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			

PROJECT OUTPUTS 2022/23

Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.

Employment

Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
	30				

Transport

Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			

Skills

Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)

Commercial

Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		

Business & Enterprise

Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			

Annex B – Funding Package and Profile			
	Amount		
(a) Recycled Fund Requested	£		
(b) Other Public Funding	£	In place	
(c) Private Funding	£	In place	
(d) Total Project Costs (a+b+c)	£		
Expenditure Profile. How much will be spent in:			
Quarter 1	£		
Quarter 2	£		
Quarter 3	£		
Total	£	Must equal (d)	

Project Risk Management

Summarise:

- the key risks to the delivery and success of the project
- who is responsible for managing the risk, the Owner
- the probability of the risk occurring, is it high, medium or low?
- what would be the impact of the risk, high, medium or low?
- The mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur

Risks Description	Owner	Probability (H,M,L)	Impact (H,M,L)	Mitigation

Annex D – General Guidance for Completing the Application Form

The application must be completed and submitted in Word.

Provide describe the project as simply as possible. Do not use technical terms, explain any acronyms. If an assessor cannot understand the project it cannot be assessed against the selection criteria and the bid will be rejected.

Some sections of the form contain guidance on the number of words to be used. Additional information and text in excess of any limits will not be considered. If possible use fewer words. The assessment of bids will be based on the information provided in the Application Form only.

Part 1 - Project Summary

Full details of the investment priorities are set out in the Prospectus. Bids must demonstrate how they align with at least one of the priorities.

1 b – 1 f Clearly explain what the project intends to do and how it will be done. Be as straightforward as possible. If it helps to use diagrams these can be inserted into the application. When reviewing your bid consider the following questions from the point of view of someone who knows nothing about the organisation or the project:

- is it clear what the project would do?
- is it clear who will deliver the activities, who is involved and their roles?
- is it clear how, when and where the project will be delivered (ie. will the project deliver one to one support, one to many events/activities, will it be delivered in a specific location, on business or personal premises)?
- is it clear which individuals and businesses will benefit from the project, is there a focus on certain groups of people or types of businesses?
- is it clear how the project activities reflect the investment priorities?

If the project will work with people or businesses, you can summarise the customer journey using a flow chart showing specific project activities. A logic model or theory of change may also help explain your proposal.

A project may be delivered in a single area or cover several areas. A project may operate in all parts of a local authority area or focus on particular locations.

1 i. These key milestones must link to the proposed activities and demonstrate that the project is deliverable by December 2022. Do not include milestones relating to the approval of the bid.

Consider:

- securing internal approvals for the project or any other funding
- establishing the project team
- procurement for external services/suppliers
- project launch and recruiting beneficiaries
- key points on the beneficiary journey

Projects will be monitored against these milestones.

Part 2 - Project Impact

2 a. Consider the impact on the beneficiaries and what the organisations involved in delivering the project hope to learn from it. Summarise the objectives of the project. These should be specific, measurable, achievable and time constrained. Set out how the project responds to any market failure or delivery inefficiency.

In part 5 explain how performance against these objectives will be evaluated.

2 b. Describe how the project activities and expected impacts contribute to local priorities set out in local plans. When lead authorities invite bids, they will identify the key local growth priorities they have chosen to focus on.

2 c. This section is not a requirement for bids submitted entirely under the 'supporting employment' investment priority. Projects under the employment investment priority will not be disadvantaged during the assessment and prioritisation of bids because this criterion does not apply.

As a minimum projects should meet the clean growth principle and must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.

2 d. Describe how the project demonstrates innovation in service delivery for example:

- introducing new delivery approaches
- new integrated approaches across policy themes or
- collaboration across areas
- testing existing approaches with different types of beneficiaries
- new ways of using digital technology to support beneficiaries

2 e. Complete Annex A of the application – Project Outputs/Outcomes.

Provide any further information on the groups or sub-groups of people or businesses the project would work with. Describe how the number in each group has been estimated.

2g. Complete Annex A of the application. Provide any further information on project outcomes and explain how the figures have been estimated. For example, explain the relationships between the number of intended final beneficiaries and the outcomes you intend to achieve?

Projects will be required to report on the number and type of beneficiaries supported and the outcomes achieved.

Part 3 - Funding Package

3a. Match funding is any funding other than funding from the Recycled Fund that will be used to meet project costs. This includes from the project applicant or other organisation including income from beneficiaries.

Please set out who match funding will come from, where relevant.

If the project relies on match funding and it is not secured, explain when it is expected to be secured and what the impact would be if it is not secured.

3c. Summarise the amount that will be spent under the main areas of expenditure. The breakdown must be detailed enough to demonstrate that the funding package and budget is appropriate to the proposed activities and sufficient to deliver the project.

Examples of the types of headings to use are:

- staff costs - salaries and contractual benefits, National Insurance and superannuation contributions
- overheads, at 15% of staff costs
- business travel, subsistence and accommodation
- fees of contractors and consultants
- costs of materials or venue hire
- marketing and publicity costs
- grants provided to end beneficiaries
- training participant costs e.g. allowances, travel expenses
- dependent care costs of training participants
- small items of equipment
- evaluation

VAT that cannot be recovered from HMRC as part of the VAT system is eligible for support. Estimate the amount of irrecoverable VAT the project would incur in section 3 c.

Part 4 – Project Applicant Experience and Capacity

4a - c. The deliverability of projects is significant element of the criteria that will be used to assess bids to the Recycled Fund. It is important that we can have confidence that organisations that are offered funding are able to implement their projects quickly and effectively

As the Recycled Fund is seeking innovation and new ways of working it is not essential that applicant organisations have a track record in delivering similar projects. It is however essential that organisations can draw on relevant experience and are able to demonstrate they have or will have access to the resources and expertise they need to deliver the project.

If the project will recruit staff or appoint contractors, this should be included in the project milestones. Describe the contingency plans that are in place to manage the risk if there are delays.

4 d. Project costs must be based on the actual expenditure incurred in delivering the project, evidenced through invoices or other transactions. Describe the process and controls the organisation would use to ensure only costs related to the project are included in grant claims.

Describe how the project will manage the risk of the project being defrauded by beneficiaries, contractors or members of staff. If the project involves grants, describe how fraud risk will be managed at key stages of the grant process. Recycled Fund projects may be selected for audit visits by the CPCA.

Part 5 – Project Risk Management

Complete Annex C. This should provide a clear summary of the key risks to delivering the project activity and achieving the project's objectives.

5b Describe how the risk identified in Annex C will be monitored, what systems will be used, who is responsible.

Be realistic, projects rarely run exactly as planned. The project must demonstrate that risks have been considered and appropriate plans are in place to keep the project on track.

Part 6– Evaluation

The project's evaluation budget must be set out in part 3c. of the application. This should be 1-2% of the amount of Recycled Fund requested, with a minimum threshold of £10,000.

6a. Describe how the project will be evaluated. Evaluation should consider both the impact of the project and lessons from the process of how the project was delivered.

Evaluators should generally be independent of the project and have appropriate evaluation expertise. However, in the case of smaller projects this may not be necessary or cost effective and

an evaluation could be undertaken in-house, in which case it should still be undertaken by someone with the necessary skills and be subject to independent review.

The approach will vary depending on the scale and nature of each project. However, all evaluations are expected to consider the following themes:

- appropriateness of initial design
- progress against targets
- delivery and management
- outcomes and impact
- value for money
- lessons learnt

Describe how the evaluation will be used to inform future activity and how it will be shared with others.

Part 7 – Subsidy Control

7a/b If the project will provide support to businesses or public / voluntary sector organisations that are operating in a commercial way there is potential for this support to represent a subsidy.

If the project would involve the award of subsidies explain how this will be managed in line with the UK's obligations. For example, small scale awards can be managed under the threshold for Special Drawing Rights

If the project provides support to businesses but you feel this does not constitute a subsidy explain why.

PROJECT OUTPUTS					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
Transport					
Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			
Skills					
Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)
Commercial					
Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		
Flood Risk Prevention					
Land with reduced likelihood of flooding (m2)	Homes with reduced flood risks (unit)	Commercial property with reduced flood risk (units)			
Business & Enterprise					
Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			

PROJECT OUTPUTS 2020/21					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
Transport					
Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			
Skills					

Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)
Commercial					
Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		
Flood Risk Prevention					
Land with reduced likelihood of flooding (m2)	Homes with reduced flood risks (unit)	Commercial property with reduced flood risk (units)			
Business & Enterprise					
Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			

PROJECT OUTPUTS 2021/22					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
Transport					
Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			
Skills					
Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)
Commercial					
Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		
Flood Risk Prevention					
Land with reduced likelihood of flooding (m2)	Homes with reduced flood risks (unit)	Commercial property with reduced flood risk (units)			
Business & Enterprise					

Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			

PROJECT OUTPUTS 2022/23

Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.

Employment

Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3

Transport

Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			

Skills

Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)

Commercial

Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		

Flood Risk Prevention

Land with reduced likelihood of flooding (m2)	Homes with reduced flood risks (unit)	Commercial property with reduced flood risk (units)			

Business & Enterprise

Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			

PROJECT OUTPUTS 2023/24

Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.

Employment

Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3

Transport

Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			
Skills					
Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)
Commercial					
Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		
Flood Risk Prevention					
Land with reduced likelihood of flooding (m2)	Homes with reduced flood risks (unit)	Commercial property with reduced flood risk (units)			
Business & Enterprise					
Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			

PROJECT OUTPUTS 2024 onwards					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
Transport					
Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			
Skills					
Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)
Commercial					
Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		
Flood Risk Prevention					

Land with reduced likelihood of flooding (m2)	Homes with reduced flood risks (unit)	Commercial property with reduced flood risk (units)			
Business & Enterprise					
Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			

Scoring Criteria

Broadly, for an individual element a score of 1 2 indicates a low rating, 3 4 indicates a medium and 5 a high positive rating. The total score will provide a priority ranking as follows:

1-2	Low Impact
3-4	Moderate Impact
4-5	Positive Impact

Project alignment to strategic fit locally & nationally:				
No Impact - 0	Minimal Impact - 2	Moderate Impact - 3	Good Impact - 4	Significant Impact - 5
No alignment with the objectives of the Recycled Fund.	Minimal alignment with the objectives of the Recycled Fund.	Some degree of alignment with the objectives of the Recycled Fund.	Good alignment with the objectives of the Recycled Fund.	Significant alignment with the objectives of the Recycled Fund.
The project shows no integration or alignment with existing LGF schemes.	The project shows minimal integration or alignment with existing LGF schemes.	The project shows some degree of integration or alignment with existing LGF schemes.	The project shows a good degree of integration or alignment with existing LGF schemes.	The project significantly integrates with other existing LGF schemes, referencing existing project demonstration how alignment will work in practice.
The project does not reference any form of Government Policy and in particular Clean Growth principles.	The project makes minimal reference to some forms of Government Policy but limited alignment to Clean Growth principles.	The project makes reference to some forms of Government Policy but limited alignment to Clean Growth principles.	The project makes good reference to some forms of Government Policy but limited alignment to Clean Growth principles.	The project strongly references Government Policy and demonstrates clear alignment to Clean Growth principles.
The project doesn't consider the local context in any great detail and demonstrates no positive impact to the region. The project does not mention partners or others who may work with the project	The project gives minimal consideration to the local context and is able to demonstrate a limited degree of positive impact to the region. There is minimal referemec to others working in the area/region	The project gives general consideration to the local context and is able to demonstrate a degree of positive impact to the region. The project has highlighted cross organisation working	The project gives good consideration to the local context and is able to demonstrate a good degree of positive impact to the region. The project works closely with partners across the region/area	The project actively works to address local need and strongly looks to significantly impact the region upon completion. The project is a joint application with partners across the region/area
Deliverability of project:				
No Impact - 0	Minimal Impact - 2	Moderate Impact - 3	Good Impact - 4	Significant Impact - 5
The project doesn't demonstrate that it can be delivered within set timelines	There is a minimal degree of confidence that the project can be delivered to high level timelines.	There is some degree of confidence that the project can be delivered to high level timelines but there may be some issues to achieving this	There is a good degree of confidence that the project can be delivered to high level timelines with minor potential issues to achieving this	There is every confidence that the project can be delivered on time with little / no issues presented that may delay the project
The project has not assessed risk.	The project has assessed limited risks and indicates a high- risk rating.	The project has a high to medium risk rating	The project has a medium risk rating.	The project has a low risk rating
Funding for project:				
No Impact - 0	Minimal Impact - 2	Moderate Impact - 3	Good Impact - 4	Significant Impact - 5
The project has no funding/spend taking place in CPCA	The project has less than 30% funding/spending taking place in CPCA area	The project has more than 30% but less than 50% funding/spending taking place in CPCA area	The project has more 50% but less than 80% funding/spending taking place in CPCA areas	The project is 100% spend/funding in CPCA areas
The project applies for revenue funding only, with no capital expenditure.	The project applies for mainly revenue funding, with a limited element of capital funding.	The project applies for primarily capital funding and an element of revenue funding to support this.	The project applies for only capital funding, though there are outstanding questions over its eligibility.	The project applies for only Capital funding, and there are no questions over its eligibility.
The project does not evidence any level of private sector support or other source of co-funding.	The project demonstrates a minimal degree of private sector support or co funding.	The project demonstrates some degree of private sector support or co funding but not in significant volume.	The project demonstrates a good degree of private sector support or co funding.	The project demonstrates significant levels of both private sector support and co funding.
Outputs & outcomes linked to the Recycled LGF objectives:				
No Impact - 0	Minimal Impact - 2	Moderate Impact - 3	Good Impact - 4	Significant Impact - 5
The project does not demonstrate any benefits to the skills and enterprise opportunities of residents.	The project demonstrates minimal skills and enterprise opportunities of residents.	The project demonstrates moderate skills and enterprise opportunities of residents.	The project demonstrates good skills and enterprise opportunities of residents.	The project demonstrates significant skills and enterprise opportunities for residents.
The project does not demonstrate any improvements to local businesses & entrepreneurs	The project demonstrates minimal improvements to local businesses & entrepreneurs	The project demonstrates moderate improvements to local businesses & entrepreneurs	The project demonstrates good improvements to local businesses & entrepreneurs	The project demonstrates significant improvements to local businesses & entrepreneurs
The project does not support improving employment opportunities for residents	The project demonstrates minimal support improving employment opportunities for residents	The project demonstrates moderate support improving employment opportunities for residents	The project demonstrates good support improving employment opportunities for residents	The project demonstrates significant support improving employment opportunities for residents

Cat 1 Recycled funds
Project Assessment Scoring Matrix
SELECT SCORE FROM DROP DOWNS

[illegible]

Recycled Local Growth Funds

Category Two

To provide leverage funding to Levelling Up (LUF) and Shared Prosperity Fund (SPF) applications **OR** High VFM delivering projects linked to the Economic Growth & Skills Strategy (EG&SS) - **Grants in the region of £1million**

Project Criteria & Process



Open call for projects coinciding with the launch of SPF and LUF Round 2



An open call will be made:

Funding will be offered by way of leverage funding for LUF & SPF projects or to create projects linked to the EG&SS and the associated Sector Strategies



Grants in the region of £1million per project (capital only)



Application & Evaluation process:

Mirrors the current LGF process with initial Expression of Interest (EOI) evaluated by officers
Full Application (FAF) evaluated by External Due Diligence & presentation to Entrepreneur Panel (EAP)
Approved by Business Board & ratified by Combined Authority Board



Delivery Requirements for applicants



Criteria for applicants:

- Must be used as leverage for SPF or LUF applications and therefore meet all criteria set out by government **or**
- Deliver priorities identified in the EG&SS &/or Sector Strategies **and**
- Score within the upper quartile for VFM, deliverability & strategic fit when compared across project submissions



Evaluation Requirements for projects



Monitoring & Evaluation:

- Leverage projects will link directly to government evaluation requirements for SPF & LUF
- All projects will be monitored as per current LGF guidance & CPCA evaluation requirements in addition to the above

Start date	
Completion date	
Describe the evidence of need & market failure – (250 words)	
Demonstrate how data, surveys and evidence support your bid (250 words)	
Describe the visible impact the project will have & how the project will address existing or future problems (250 words)	
Describe how you have engaged with wider stakeholders in developing the project (300 words)	

<p>PART 2 PROJECT DELIVERABLES</p> <p>Annex A – project impacts to be completed</p>
<p>Project Outcomes - please indicate how the project will deliver against job outputs and wider economic outcomes (300 words)</p>
<p>Describe how the economic benefits have been estimated (300 words)</p>
<p>Summary of the overall Value for Money of the proposal - refer to the HMTs Green Book: here</p>
<p>Is the project part of a wider development/programme/project? If so, please provide details</p>
<p>What is the status of your project? For example: feasibility, business case, planning approved, ready to start, already onsite, or project underway?</p>

Is Planning Permission required? If so, by when is this anticipated?
If the project includes development or redevelopment of land or premises, please indicate whether your organisation has control of the site or when you expect to have control or ownership

DELIVERABILITY	
Third Party Funding Partner	
Construction partner – if procured	
Describe the procurement arrangements for the project (250 words)	
Describe the arrangements for project management of construction works (250)	

SITE DETAILS	
Location	
Site Ownership	
Current Use	
Proposed Use	
Site Area (ha)	
Existing Built Floorspace (sqm)	
Planning Permissions?	
Section 106 Agreements?	
Existing Land Charges or Restrictions?	

PART 3 PROJECT FINANCIAL DETAILS						
Annex B – Financial Budget Sheet to be completed						
Total Project Costs						
Total Capital						
Total Revenue						
Total 3 rd Party Contribution						
Total Recycled Funds requested						
Please provide a financial summary for the project. All information should relate to the project for which Recycled Fund is being sought						
	2020/21	2021/22	2022/23	2023/24	2024/25	Total
COSTS (£)						
TOTAL COSTS						

PART 4 PROJECT RISKS	
Annex C – Risk Register to be completed	
<p>What are the key risks associated with the project and identified mitigation measures? Include:</p> <ul style="list-style-type: none"> Financial risks Delivery risks Arrangements for management & mitigation Understanding of roles & responsibilities 	

Evidence your track record of delivering schemes of a similar scale (150 words)

PART 5 - MONITORING & EVALUATION

Set out how you will monitor and evaluate the project during and post delivery
• (500 words)

PART 6 – SUBSIDY CONTROL

For question 7b please use 500 words or less and be as concise as possible in your description

The project must deliver in line with Subsidy Control as per Government Guidance?

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

7a. Does any of the project involve the issue of subsidy? Yes/No

7b. If yes, please explain how the subsidies are compliant with the UKs Subsidy control regime?

PART 7 - DATA PROTECTION

Please note that the CPCA will be a Data Controller for all Recycled Funds Applications-related Personal Data collected with this form and submitted to the CPCA, and the control and processing of Personal Data.

The Lead Authority will process all data according to the provisions of the Data Protection Act 2018 and the UK General Data Protection Regulation 2018 (UK GDPR) all applicable laws and regulations relating to processing of Personal Data and privacy, including, where necessary, the guidance and codes of practice issued by the Information Commissioner and any other relevant data protection regulations (together “the Data Protection Legislation (as amended from time to time)”).

As a Processor of Recycled Fund-related Personal Data your organisation and the Lead Authority (when acting in Great Britain) must ensure that such Personal Data is processed in a way which complies with the Data Protection Legislation (as amended from time to time).

By proceeding to complete and submit this form, you consent that the CPCA and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the CPCA for funding, as well as in accordance with its privacy policies. For the purposes of assessing your application the CPCA may need to share your Personal Data with other organisations for due diligence checks and by submitting this form you are agreeing to your Personal Data being used in this way.

Data Controller, Personal Data, Personal Data and Processor all have the meaning given to them in the Data Protection Legislation (as amended from time to time).

You can find more information about how the CPCA deals with your data here:

<https://cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/documents/governance/transparency/codes-ofconduct-and-policies/Data-Protection-Policy.pdf>

DECLARATION

I declare that I have the authority to represent the project applicant in making this application. I understand that acceptance of this application form by the CPCA does not in any way signify that the project is eligible for funding under the Recycled Fund or that any such funding has been approved towards it.

On behalf of the project applicant and having carried out full and proper inquiry, I confirm to the CPCA that:

- the project applicant has the legal authority to carry out the project; and
- the information provided in this application is accurate.

I also confirm to the CPCA: I have informed all persons whose personal information I have provided of the details of the personal information I have provided to you and of the purposes for which this information will be used, and that I have the consent of the individuals concerned to pass this information to you for these purposes;

I consent to the Personal Data submitted with this form being shared as set out in this form and in accordance with the CPCAs.

I shall inform the CPCA if, prior to any Recycled Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the CPCA in deciding whether to fund the proposal;

Any match funding that has been set out in part 3 will be in place prior to any award of Recycled Funding; and

I am aware that if the information given in this application turns out to be false or misleading, the CPCA may demand the repayment of funding and/or terminate a funding agreement pertaining to this proposal.

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant funding or for the purpose of assisting any person to obtain grant funding may be prosecuted. A false or misleading statement will also mean that approval may be revoked, and any grant may be withheld or recovered with interest.

I confirm that I understand that if the project applicant commences project activity, or enters into any legally binding contracts or agreements, including the ordering or purchasing of any equipment or services before the formal approval of the project, any expenditure is incurred at the organisation's own risk and may render the project ineligible for support.

Signature	
Name	
Position	
Date	

Annex D – General Guidance for Completing the Application Form

The application must be completed and submitted in Word.

Provide describe the project as simply as possible. Do not use technical terms, explain any acronyms. If an assessor cannot understand the project it cannot be assessed against the selection criteria and the bid will be rejected.

Some sections of the form contain guidance on the number of words to be used. Additional information and text in excess of any limits will not be considered. If possible use fewer words. The assessment of bids will be based on the information provided in the Application Form only. **Do not attach appendices or include links to websites.**

Part 1 - Project Details

Full details of the investment priorities are set out in the Prospectus. Bids must demonstrate how they align with at least one of the priorities.

Clearly explain what the project intends to do and how it will be done. Be as straightforward as possible. If it helps to use diagrams these can be inserted into the application. When reviewing your bid consider the following questions from the point of view of someone who knows nothing about the organisation or the project:

- is it clear what the project would do?
- is it clear who will deliver the activities, who is involved and their roles?
- is it clear how, when and where the project will be delivered (ie. will the project deliver one to one support, one to many events/activities, will it be delivered in a specific location, on business or personal premises)?
- is it clear which individuals and businesses will benefit from the project, is there a focus on certain groups of people or types of businesses?
- is it clear how the project activities reflect the investment priorities?

If the project will work with people or businesses, you can summarise the customer journey using a flow chart showing specific project activities. A logic model or theory of change may also help explain your proposal.

A project may be delivered in a single area or cover several areas. A project may operate in all parts of a local authority area or focus on particular locations.

The deliverability of projects is significant element of the criteria that will be used to assess bids to the Recycled Fund. It is important that we can have confidence that organisations that are offered funding are able to implement their projects quickly and effectively

As the Recycled Fund is seeking innovation and new ways of working it is not essential that applicant organisations have a track record in delivering similar projects. It is however essential that organisations can draw on relevant experience and are able to demonstrate they have or will have access to the resources and expertise they need to deliver the project.

These key milestones must link to the proposed activities and demonstrate that the project is deliverable by December 2022. Do not include milestones relating to the approval of the bid. Consider:

- securing internal approvals for the project or any other funding
- establishing the project team
- procurement for external services/suppliers
- project launch and recruiting beneficiaries
- key points on the beneficiary journey

Projects will be monitored against these milestones.

Part 2 - Project Impact

Consider the impact on the beneficiaries and what the organisations involved in delivering the project hope to learn from it. Summarise the objectives of the project. These should be specific, measurable, achievable and time constrained. Set out how the project responds to any market failure or delivery inefficiency.

Describe how the project activities and expected impacts contributes to local priorities set out in local plans. When lead authorities invite bids, they will identify the key local growth priorities they have chosen to focus on.

As a minimum projects should meet the clean growth principle and must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.

Describe how the project demonstrates innovation in service delivery for example:

- introducing new delivery approaches
- new integrated approaches across policy themes or
- collaboration across areas
- testing existing approaches with different types of beneficiaries
- new ways of using digital technology to support beneficiaries

Provide any further information on the groups or sub-groups of people or businesses the project would work with. Describe how the number in each group has been estimated.

Complete Annex A of the application. Provide any further information on project outcomes and explain how the figures have been estimated. For example, explain the relationships between the number of intended final beneficiaries and the outcomes you intend to achieve?

Projects will be required to report on the number and type of beneficiaries supported and the

outcomes achieved.

Part 3 - Funding Package

Match funding is any funding other than funding from the Recycled Fund that will be used to meet project costs. This includes from the project applicant or other organisation including income from beneficiaries.

Please set out who match funding will come from, where relevant.

If the project relies on match funding and it is not secured, explain when it is expected to be secured and what the impact would be if it is not secured.

Summarise the amount that will be spent under the main areas of expenditure. The breakdown must be detailed enough to demonstrate that the funding package and budget is appropriate to the proposed activities and sufficient to deliver the project.

Examples of the types of headings to use are:

- staff costs - salaries and contractual benefits, National Insurance and superannuation contributions
- overheads, at 15% of staff costs
- business travel, subsistence and accommodation
- fees of contractors and consultants
- costs of materials or venue hire
- marketing and publicity costs
- grants provided to end beneficiaries
- training participant costs e.g. allowances, travel expenses
- dependent care costs of training participants
- small items of equipment
- evaluation

VAT that cannot be recovered from HMRC as part of the VAT system is eligible for support.

Project costs must be based on the actual expenditure incurred in delivering the project, evidenced through invoices or other transactions. Describe the process and controls the organisation would use to ensure only costs related to the project are included in grant claims.

Part 4 – Project Risk Management

Complete Annex C. This should provide a clear summary of the key risks to delivering the project activity and achieving the project's objectives.

Describe how the risk identified in Annex C will be monitored, what systems will be used, who is responsible.

Be realistic, projects rarely run exactly as planned. The project must demonstrate that risks have been considered and appropriate plans are in place to keep the project on track.

Describe how the project will manage the risk of the project being defrauded by beneficiaries, contractors or members of staff. If the project involves grants, describe how fraud risk will be managed at key stages of the grant process. Recycled Fund projects may be selected for audit visits by the lead authority (GB) or the UK Government (GB & NI).

Part 5 – Evaluation

The project's evaluation budget must be set out in part 3c. of the application. This should be 1-2% of the amount of Recycled Fund requested, with a minimum threshold of £10,000.

Describe how the project will be evaluated. Evaluation should consider both the impact of the project and lessons from the process of how the project was delivered.

Evaluators should generally be independent of the project and have appropriate evaluation expertise. However, in the case of smaller projects this may not be necessary or cost effective and an evaluation could be undertaken in-house, in which case it should still be undertaken by someone with the necessary skills and be subject to independent review.

The approach will vary depending on the scale and nature of each project. However, all evaluations are expected to consider the following themes:

- appropriateness of initial design
- progress against targets
- delivery and management
- outcomes and impact
- value for money
- lessons learnt

Describe how the evaluation will be used to inform future activity and how it will be shared with others.

Part 6 – Subsidy Control

If the project will provide support to businesses or public / voluntary sector organisations that are operating in a commercial way there is potential for this support to represent a subsidy.

If the project would involve the award of subsidies explain how this will be managed in line with the UK's obligations. For example, small scale awards can be managed under the threshold for Special Drawing Rights

If the project provides support to businesses but you feel this does not constitute a subsidy explain why.

Part 7 – Data Protection Statement

Category 2 Recycled Fund Application Form

This form is for bidding entities, applying for funding from the Category 2 Recycled Fund details found here [\(insert link\)](#)

The level of detail you provide in the Application Form should be in proportion to the amount of funding that you are requesting.

One application form should be completed per bid.

Applicant & Bid Information

Local authority name / Applicant name(s)*:

**If the bid is a joint bid, please enter the names of all participating local authorities / organisations and specify the lead authority*

Bid Manager Name and position:

Name and position of officer with day-to-day responsibility for delivering the proposed scheme.

Contact telephone number:

Email address:

Postal address:

Senior Responsible Officer contact details:

Please provide the name of any consultancy companies involved in the preparation of the bid:

PART 1 GATEWAY CRITERIA

Failure to meet the criteria below will result in an application not being taken forward in this funding round

1a Gateway Criteria for **all bids**

Please tick the box to confirm that your bid includes plans for some expenditure in 2022-23

☐ Yes

☐ No

<i>Please ensure that you evidenced this in the financial case / profile.</i>	
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PART 2 EQUALITY AND DIVERSITY ANALYSIS

2a Please describe how equalities impacts of your proposal have been considered, the relevant affected groups based on protected characteristics, and any measures you propose to implement in response to these impacts. (500 words)

PART 3 APPLICATION SUMMARY

Please provide an update of your proposal, where changes may have occurred and current status (Limit 500 words).

Please set out the value of grant being requested (£). This should align with the financial case:

£

SITE DETAILS (FOR CONSTRUCTION PROJECTS)

Location	
Site Ownership	
Current Use	
Proposed Use	
Site Area (ha)	
Existing Built Floorspace (sqm)	
Planning Permissions?	
Section 106 Agreements?	
Existing Land Charges or Restrictions?	

PART 4 STRATEGIC FIT

Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

Describe what engagement you have undertaken with local stakeholders and the community (communities, civic society, private sector and local businesses) to inform your bid and what support you have from them. (Limit 500 words)

Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)

Where the bidding local authority does not have the statutory responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?

- ☐ Yes
- ☐ No
- ☐ N/A

The Case for Investment

Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)

Explain why CPCA investment is needed (what is the market failure)? (Limit 250 words)

Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location. (Limit 500 words)

Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. (Limit 500 words)

Annex A – Project Impacts Required

Alignment with the local and national context

Explain how your bid aligns to and supports relevant local strategies e.g. Economic Growth & Skills Strategy and local objectives for investment, improving infrastructure and levelling up. (Limit 500 words)

Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments, such as delivering Net Zero carbon emissions and improving air quality. (Limit 250 words)

Where applicable explain how the bid complements / or aligns to and supports other investments from different funding streams. (Limit 250 words)

PART 5 VALUE FOR MONEY

Appropriateness of data sources and evidence

Please use up to date evidence to demonstrate the scale and significance of local problems and issues. (Limit 250 words)

Bids should demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased. (Limit 500 words)

Please demonstrate that data and evidence chosen is appropriate to the area of influence of the interventions. (Limit 250 words)

5.2 Effectiveness of proposal in addressing problems

Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should usually be forecasted using a suitable model. (Limit 500 words)

Please describe the robustness of the forecast assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis or model (in terms of its accuracy and functionality) (Limit 500 words)

5.3 Economic costs of proposal

Please explain the economic costs of the bid. Costs should be consistent with the costs in the financial case, but adjusted for the economic case. This should include but not be limited to providing evidence of costs having been adjusted to an appropriate base year and that inflation has been included or taken into account. In addition, please provide detail that cost risks and uncertainty have been considered and adequately quantified. Optimism bias must also be included in the cost estimates in the economic case. (Limit 500 words)

5.4 Analysis of monetised costs and benefits

Please describe how the economic benefits have been estimated. These must be categorised according to different impact. Depending on the nature of intervention, there could be land value uplift, air quality benefits, reduce journey times, support economic growth, support employment, or reduce carbon emissions. (Limit 750 words)

5.5 Value for money of proposal

Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios. If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated ie a methodology note. Benefit Cost Ratios should be calculated in a way that is consistent with [HMT's Green Book](#). (Limit 500 words)

Please describe what other non-monetised impacts the bid will have and provide a summary of how these have been assessed. (Limit 250 words)

Please provide a summary assessment of risks and uncertainties that could affect the overall Value for Money of the bid. (Limit 250 words)

PART 6 DELIVERABILITY

Financial

Please summarise below your financial ask of the cat 2 Recycled Fund, and what if any local and third party contributions have been secured (please note that a minimum local (public or private sector) contribution of 10% of the bid costs is encouraged). Please also note that a contribution will be expected from private sector stakeholders, such as developers, if they stand to benefit from a specific bid (Limit 250 words)

Please also complete Tabs C and D in the **appended excel spreadsheet**, setting out details of the costs and spend profile at the project and bid level in the format requested within the excel sheet. The funding detail should be as accurate as possible as it will form the basis for funding agreements.

Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to show how any third-party contributions are being secured, the level of commitment and when they will become available. The CPCA may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from an independent valuer to verify the true market value of the land.

☐ Yes

☐ No

Please explain what if any funding gaps there are, or what further work needs to be done to secure third party funding contributions. (Limit 250 words)

Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection. (Limit 250 words)

Please provide information on margins and contingencies that have been allowed for and the rationale behind them. (Limit 250 words)

Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with (you should cross refer to the Risk Register). (Limit 500 words)

Commercial

Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. The procurement route should also be set out with an explanation as to why it is appropriate for a bid of the scale and nature submitted.

Please note - all procurements must be made in accordance with all relevant legal requirements. Applicants must describe their approach to ensuring full compliance in order to discharge their legal duties. (Limit 500 words)

Management

Delivery Plan: Places are asked to submit a delivery plan which demonstrates:

- Clear milestones, key dependencies and interfaces, resource requirements, task durations and contingency.
- An understanding of the roles and responsibilities, skills, capability, or capacity needed.
- Arrangements for managing any delivery partners and the plan for benefits realisation.
- Engagement of developers/ occupiers (where needed)
- The strategy for managing stakeholders and considering their interests and influences.
- Confirmation of any powers or consents needed, and statutory approvals eg Planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence
- Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them.

Please summarise the delivery plan, with reference to the above (Limit 500 words)

Has a delivery plan been appended to your bid?

☐ Yes

☐ No

Can you demonstrate ability to begin delivery on the ground in 2022/23?

☐ Yes

☐ No

Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register):

- the barriers and level of risk to the delivery of your bid
- appropriate and effective arrangements for managing and mitigating these risk
- a clear understanding on roles / responsibilities for risk

Has a risk register been appended to your bid?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please evidence your track record and past experience of delivering schemes of a similar scale and type (Limit 250 words)	
<p>Assurance: We will require Chief Financial Officer confirmation that adequate assurance systems are in place.</p> <p>This should include details around planned health checks or gateway reviews. (Limit 250 words)</p>	
Monitoring and Evaluation	
<p>Monitoring and Evaluation Plan: Please set out proportionate plans for M&E which should include (1000 word limit):</p> <ul style="list-style-type: none"> • Bid level M&E objectives and research questions • Outline of bid level M&E approach • Overview of key metrics for M&E (covering inputs, outputs, outcomes and impacts), informed by bid objectives and Theory of Change. Please complete Tabs E and F on the appended excel spreadsheet • Resourcing and governance arrangements for bid level M&E 	

PART 7 SUBSIDY CONTROL

The project must deliver in line with Subsidy Control as per Government Guidance?

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

Does any of the project involve the issue of subsidy?

Yes/No

If yes, please explain how the subsidies are compliant with the UKs Subsidy control regime?

PART 8 DECLARATIONS

Senior Responsible Owner Declaration

As Senior Responsible Owner for [*scheme name*] I hereby submit this request for approval to CPCA on behalf of [*name of organisation*] and confirm that I have the necessary authority to do so.

I confirm that [*name of organisation*] will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name:

Signed:

Chief Finance Officer Declaration

As Chief Finance Officer for [*name of organisation*] I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that [*name of organisation*]

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the CPCA contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in CPCA funding will be considered beyond the maximum contribution requested
- confirm that the authority commits to ensure successful bids will deliver value for money or best value.

- confirms that the authority has the necessary governance / assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.	
Name:	Signed:

Data Protection

Please note that the CPCA will be a Data Controller for all Recycled Funds Applications-related Personal Data collected with this form and submitted to the CPCA, and the control and processing of Personal Data.

The Lead Authority will process all data according to the provisions of the Data Protection Act 2018 and the UK General Data Protection Regulation 2018 (UK GDPR) all applicable laws and regulations relating to processing of Personal Data and privacy, including, where necessary, the guidance and codes of practice issued by the Information Commissioner and any other relevant data protection regulations (together “the Data Protection Legislation (as amended from time to time)”).

As a Processor of Recycled Fund-related Personal Data your organisation and the Lead Authority (when acting in Great Britain) must ensure that such Personal Data is processed in a way which complies with the Data Protection Legislation (as amended from time to time).

By proceeding to complete and submit this form, you consent that the CPCA and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the CPCA for funding, as well as in accordance with its privacy policies. For the purposes of assessing your application the CPCA may need to share your Personal Data with other organisations for due diligence checks and by submitting this form you are agreeing to your Personal Data being used in this way.

Data Controller, Personal Data, Personal Data and Processor all have the meaning given to them in the Data Protection Legislation (as amended from time to time). You can find more information about how the CPCA deals with your data here:

<https://cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/documents/governance/transparency/codes-ofconduct-and-policies/Data-Protection-Policy.pdf>

APPLICATION CHECKLIST

Please check you have included copies the following with your completed application:

- A completed and signed application form
- A project cashflow spreadsheet (setting out all project costs and spend profile)
- A completed Project Plan setting out all key milestones
- A completed Risk Register
- A Business Management Plan (detailing the business history, future plans including a minimum of 3 years financial projections)
- Last 3 years Financial Account returns
- Lead organisation Health & Safety Policy
- Lead organisation Anti Slavery Policy
- Lead organisation Equal Opportunity Policy
- Directors and key staff CVs

Please note

- Submissions must be electronic
- Projects will require a detailed Business Case and full Independent Economic Appraisal will be carried out

ANNEX 1 – PROJECT IMPACTS

Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.

Employment

Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3

Culture

Area of space improved (m2)	Area of space created (m2)	Number of visitors	Number of events	Improved perception of venue	

Regeneration & Town Centre

Remediation and/or development of abandoned or dilapidated sites(m2)	Development of residential or commercial space (m2)	Residential or commercial floorspace to be occupied (m2)	Commercial businesses with broadband access	Development of new public space (m2)	Increase in footfall
Increase land value (£)	Improved perception of the place	New cycleway created (km)	New footpath created (km)		

Net Zero and Flood Protection

Land with reduced likelihood of flooding (m2)	Homes with reduced flood risks (unit)	Commercial property with reduced flood risk (units)	Reduced CO2 emissions		

Expression Of Interest Appraisal Matrix - Recycled Funds Cat 2								
							#REF!	
Project:								
Name:		Score as per corresponding answer in marking guide. 0 to be used if no answer provided						
Date:								
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting		Mark - Edit		Total
Rationale	Does the application evidence strong rationale and offer aspects of resolving market failure?	1. No 2. Partially 3. Yes		0	x	#REF!	=	#REF!
Timescales	Does the implementation timetable fall within the Recycled funding timetable?	0. No the project extends beyond 31 Dec 2022 2. Yes project spend achieved by 31 Dec 2022 but outputs go beyond 3. Yes the project will be completed by 31 Dec 2022 including agreed outputs		0	x	#REF!	=	#REF!
Activities/Milestones	How well defined are the principal milestones and associated activities.	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified		0	x	#REF!	=	#REF!
Delivery Arrangements	How developed is the project? – e.g. planning approved, ready to start, on site, underway. Does the project fit within the current finance arrangements	0. The project is still in planning stage and the project is likely to extend beyond 31 Dec 2022 2. Project will be commenced and possibly finalised but outputs/outcomes counted beyond 31 Dec 2022 3. The project is ready to start and will be completed by 31 Dec 2022		0	x	#REF!	=	#REF!
Outputs/Outcomes	Are outputs/outcomes specified?	1. Output information not clearly specified 2. Outputs detailed clearly specified		0	x	#REF!	=	#REF!
Strategic Fit	Does the application demonstrate good fit with the Economic Growth & Skills Strategy and priority sectors?	1. No 2. Yes		0	x	#REF!	=	#REF!
State Aid	Is the project compliant with Subsidy Control? Has information been submitted on why subsidy control does not apply?	1. No information 2. Information provided		0	x	#REF!	=	#REF!
Costs	Are costs realistic against recycled Cat 2 budget and Is there a cost breakdown?	1. Costs are unrealistic and exceed Recycled budget 2. Realistic project costs but exceed Recycled budget 3. Realistic project costs within Recycled budget		0	x	#REF!	=	#REF!
Resourcing	What is the call on Recycled funding and is this realistic? What is the leverage and/or match?	1. Within budget 0. Not within budget		0	x	#REF!	=	#REF!
VFM	Consider outputs/outcomes in relation to level of Business Board investment. Does the project offer sound Value for Money	1. Poor VfM 2. Good value for money		0	x	#REF!	=	#REF!
Funding	Is their match funding towards the Grant?	1. Match funding 0. No match funding		0	x	#REF!	=	#REF!
Risks	Is there a realistic assessment of risks?	1. Poor risk assesment 2. Risks identified and explained		0	x	#REF!	=	#REF!

Full Application Form Appraisal Matrix - Recycled Funds Cat 2								
							0	
5 = meets the criteria fully 4 = meets the criteria largely	3 = meets the criteria on balance 2 = meets the criteria partially	1 = does not meet the criteria.						
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting		0		Total
Rationale	Does the application evidence strong rationale and/or market failure?	1. No evidence of market failure 2. Passing reference 3. Identifies link between market failure and the project. 4. Clear rationale with links to business Board priorities 5. Very strong evidence of market failure with strong linkages to Business Board priorities			x	0	=	0
Strategic Fit	Does the application demonstrate good fit with the Economic Growth & Skills Strategy and priority sectors?	1. No meaningful correlation with strategies 2. Passing reference to strategies 3. Potential to make minor contribution to 1 priority 4. Potential to make a tangible impact on one or more priorities 5. Very well evidence and longer term contribution impact to strategies, CPCA priorities & central government strategies			x	0	=	0
Activities	How well defined are the principal activities and what more development work is needed? Does the project demonstrate how it will actually achieve the changes identified?	1. Not defined/inadequate 2. Activities broken down 3. feasible attempt at likely activities to outputs and not well developed 4. Detailed breakdown of activities and how they will deliver the outputs 5. Clear information on cap/rev, exec able to have an understanding on the route forward, how outputs will be delivered			x	0	=	0
Delivery Arrangements	How developed is the project? – e.g. planning approved, ready to start, on site, underway. Have any land ownership, planning and other approvals been secured? What is your track record of delivery? Are there any policy or communications issues that could impact in delivery of this project? <i>Deliverability to match call arrangements</i>	1. Does not meet call priorities 2. Project has suitable deliverables but not a priority for this call. 3. Some questions answered and land part owned or not ready to start 4. Project has a good track record, landownership and details present and ability to start. 5. All questions and a good track record of delivery and landownership in control of applicant, project ready to start. Delivery matches call priorities and timescales			x	0	=	0
Governance Arrangements	Is there a strong governance structure/partnership in place or planned?	1. No governance in place or described 2. Some governance in place 3. Sufficient governance 4. Good level of governance 5. Robust and well established governance arrangements in place			x	0	=	0
Resourcing	What is the call on Cat 2 funding and is this realistic? What is the leverage and/or match?	1. Unrealistic call on funding with no match 2. if some match and realistic call on funding 3. If match is 50% 4. If over 50% 5. If over 60%			x	0	=	0
Costs	Are costs realistic and is the project financially viable? Is there a cost breakdown? Are costs primarily capital or revenue? Breakdown of Cap/Rev available? State rationale on cap/rev? Do costs include VAT? Suitable for loan, investment or grant?	1. No cost information 2. Realistic project costs 3. Low revenue identified, cost breakdown is clear, VAT , realistic costs identified 4. As 3 with cash flow included 5. As 4 with full financial breakdown			x	0	=	0

Outputs/Outcomes	Are outputs/outcomes realistic? Profiled by year?	1. No output information 2. Outputs deliverable but 'nice to have' and not core 3. Realistic outputs additional outputs that would not appear if intervention did not go ahead. 4. Will help meet core targets and outputs 5. Will help meet or exceed high priority targets and outputs			x	0	=	0
Timescales and Milestones	What is the planned implementation timetable and what are the key milestones? Include post completion milestones to allow for the delivery of outputs.	1. No milestones or timetable, 2. Timescales fall within GD period 3. Timescales and milestones will be delivered early in GD period. 4. Full timeline and milestones included. Outputs matches priorities but not this call fully 5. Full timeline with milestones is included. Outputs Match the priority of this call and will be delivered early in the required timeframe			x	0	=	0
VfM	Consider outputs/outcomes in relation to level of investment. Does the project offer sound Value for Money based on the expected return of a minimum of £5K funding per new job?	1. No VfM information 2. More than £5K per new job 3. Indirect jobs less than £5K per new job 4. Direct and Indirect jobs combined less than £5K per job 5. Less than £5K per new direct job created			x	0	=	0
State Aid	Is the project compliant with subsidy control? Has information been submitted on why state aid does not apply?	1. No information 2. Very limited explanation 3. External letter commissioned and narrative added, 4. Low Risk of challenge 5. Clear exemption. Letter is included; confirmation project will apply with state aid advice and sufficient narrative on exemption			x	0	=	0
Risks	Is there a realistic assessment of risks?	1. No information 2. Sufficient risks are mentioned but not explained 3. Risks identified and explained 4. Risk register completed with some areas missing, mitigations included 5. A full risk register is included, all areas considered and mitigated			x	0	=	0
Procurement	Procurement information submitted? Dates and process included?	1. Insufficient or the process included is not transparent or in line with CPCA requirements 2. Sufficient procedure included 3. Draft policy in place and available if requested 4. Board approved procurement policy included 5. Open and transparent board approved policy in line with UK guidelines and CPCA requirements included in application			x	0	=	0
Evaluation	How do you plan to evaluate the project when it is completed?	1. No evaluation 2. Light one step internal evaluation, 3. KPIs in place for an internal evaluation 4. Multistep/year KPI guided evaluation 5. Full external evaluation paid for by applicant and will share with the LEP			x	0	=	0

Company Status**Reputational****Market Demand**

<ul style="list-style-type: none">1. What does the company do – description of product / service2. Shareholding Structure – who / % held / previous investment3. What is coo's stage of development – R&D / Product dev / early market entry / established market – timelines to market4. Intellectual Property position5. Performance to date6. Customer list / market traction7. Terms of Trade – Suppliers / Customers8. Margins9. Overhead structure10. Pipeline11. Growth forecasts – how will they be achieved12. What is the strategy13. What is required to deliver strategy14. Funding required – total / FELM – other sources15. Use of funds – how / when – tranching of CPCA loan/grant16. Summary of forecasts	<ul style="list-style-type: none">1. Any previous, current or on-going legal issues (Criminal or Civil)2. CJ's, Court Orders3. Creditor issue	<ul style="list-style-type: none">1. Who is the Customer2. Market size – Total Available Market3. Target customers – Realistically Available Market4. Market demand – Present pipeline analysis / sales lead times5. Market competition – who / USP / compelling selling advantage
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Entrepreneurs Assessment Panel Appraisal Matrix - Cat 2								
Criteria	Guidance	Marking Guide (1-5)	Comments	Weighting	Mark - Edit		Total	
Presentation - Did the presentation add value to the application?	Has the presentation met expectations in terms of: 1. Content 2. Applicants commitment to deliver the project	1 = No added value, no additional information 2 = Some additional information but no detail 3 = adequate information, some extra detail 4 = extra information and support for application 5 = detailed information adding extra information to support the application			x	0	=	0
Strategic Fit - Does the application fit with the Economic growth & Skills Strategy and associated sector strategies?	Does the presentation demonstrate good fit with the Economic Growth & Skills Strategy? Does the project demonstrate good fit with any of the current sector strategies? Does the project fit with any of the central government priorities around Levelling Up, or Shared Prosperity?	1 = No added value, no additional information 2 = Some additional information but no detail 3 = adequate information, some extra detail 4 = extra information and support for application 5 = detailed information adding extra information to support the application			x	0	=	0
Has the applicant demonstrated a strong level of market failure?	Does the presentation evidence strong rationale and/or market failure?	1 = No added value, no additional information 2 = Some additional information but no detail 3 = adequate information, some extra detail 4 = extra information and support for application 5 = detailed information adding extra information to support the application						
Does the project offer good Value for Money?	Does the project offer good value for money for the investment being requested? Is the project likely to produce excellent jobs numbers compared to the level of funding being requested? Does the project add value to the wider business plans of the applying organisation?	1 = No added value, no additional information 2 = Some additional information but no detail 3 = adequate information, some extra detail 4 = extra information and support for application 5 = detailed information adding extra information to support the application						
Activities & Outcomes - Will the applicant deliver the outcomes within the timeframes they have set out?	How well defined are the principal activities required to complete the project? Are the outcomes expected from the project reasonable, measurable and achievable? Will outcomes be delivered immediately or over a longer period - has the applicant demonstrated how they will be measured in the longterm?	1 = No added value, no additional information 2 = Some additional information but no detail 3 = adequate information, some extra detail 4 = extra information and support for application 5 = detailed information adding extra information to support the application			x	0	=	0
Delivery Arrangements - Will the project be delivered within the timeframes set out?	Has the presentation demonstrated: How developed is the project? – e.g. planning approved, ready to start, on site, underway. Have any land ownership, planning and other approvals been secured? What is your track record of delivery? Are there any policy or communications issues that could impact in delivery of this project? Has the presentation demonstrated how the costs breakdown is realistic and that the project is financially viable? Will the project deliver within the timeframe 31 Dec 2022?	1 = No added value, no additional information 2 = Some additional information but no detail 3 = adequate information, some extra detail 4 = extra information and support for application 5 = detailed information adding extra information to support the application			x	0	=	0
Risks - Has the applicant identified all relevant risks associated with delivery?	Does the presentation indicate the risks attached to delivery of the project? Is there evidence of reputational risk to the CPCA?	1 = No added value, no additional information 2 = Some additional information but no detail 3 = adequate information, some extra detail 4 = extra information and support for application 5 = detailed information adding extra information to support the application			x	0	=	0
Final Score Total				Total Score			0	



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 8.1

Combined Authority Board and Committee Membership Changes: January 2022

To: Combined Authority Board

Meeting Date: 26th January 2022

Public report: Yes

From: Robert Parkin, Chief Legal Officer and Monitoring Officer

Recommendations: The Combined Authority Board is recommended to:

- a) Note the appointment by Cambridge City Council of Councillor Anna Smith as its substitute member on the Combined Authority Board for the remainder of the municipal year 2021/2022
- b) Ratify the appointment by Cambridge City Council of Councillor Katie Thornburrow as its member on the Transport and Infrastructure Committee for the remainder of the municipal year 2021/2022.
- c) Ratify the appointment by Cambridge City Council of Councillor Richard Robertson as its substitute member on the Transport and Infrastructure Committee for the remainder of the municipal year 2021/2022.
- d) Ratify the appointment by Cambridge City Council of Councillor Cllr Niamh Sweeney as its member on the Skills Committee for the remainder of the municipal year 2021/2022.
- e) Note the appointment by Peterborough City Council of Councillor Mohammed Haseeb as its substitute member on the Audit and Governance Committee for the remainder of the municipal year 2021/2022.
- f) Note the named substitute representative for the Police and Crime Commissioner's Office.

Voting arrangements: a) To note only. Appointment is made by the constituent council.
b-d) Simple majority of members present and voting

To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

e), and f) To note only, no vote required.

1. Purpose

- 1.1 The report advises the Board of amendments to the substitute membership of the Combined Authority Board notified by Cambridge City Council, the membership and substitute membership of the Transport Committee notified by Cambridge City Council, the membership of the Skills Committee notified by Cambridge City Council and notifies of amendments to the substitute membership of the Audit and Governance Committee from Peterborough City Council.

2. Background

- 2.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, each constituent council must appoint one of its elected members and a substitute member to the Combined Authority Board. The Combined Authority has been advised that Cambridge City Council has appointed Councillor Anna Smith as its substitute member for the remainder of the 2021/2022 municipal year.
- 2.2 The revised membership is set out in the table below:

Nominating body	Member	Substitute Member
Cambridge City Council	Cllr Lewis Herbert	Cllr Anna Smith
Cambridgeshire County Council	Cllr Lucy Nethsingha	Cllr Elisa Meschini
East Cambridgeshire District Council	Cllr Anna Bailey	Cllr Joshua Schumann
Fenland District Council	Cllr Chris Boden	Cllr Jan French
Huntingdonshire District Council	Cllr Ryan Fuller	Cllr Jon Neish
Peterborough City Council	Cllr Wayne Fitzgerald	Cllr Steve Allen
South Cambridgeshire District Council	Cllr Bridget Smith	Cllr John Williams

Membership

- 2.3 Cambridge City Council has advised that it has appointed Cllr Niamh Sweeney as the member for the Skills Committee.
- 2.4 Cambridge City Council has advised that it has appointed Cllr Katie Thornburrow as the member for the Transport and Infrastructure Committee and Cllr Richard Robertson as the substitute member.

- 2.5 Peterborough City Council has advised that it has appointed Cllr Mohammed Haseeb as the substitute member for the Audit and Governance Committee
- 2.6 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings.

Co-opted Members

- 2.7 The status of co-opted Members is set out in the Constitution. A co-opted member organisation shall be represented at meetings of the Combined Authority Board by a named representative or a named substitute. The Police and Crime Commissioner's Office have confirmed that Deputy Police & Crime Commissioner John Peach will be the permanent named substitute going forward.

3. Financial Implications

- 3.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 no remuneration is to be payable by the Combined Authority to its members or substitute members.

4. Legal Implications

- 4.1 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings. The new appointment shall take effect after the nomination has been approved by the Monitoring Officer.

5. Appendices

- 5.1 None.

6. Background Papers

- 6.1 None.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 14 January 2022

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.

An accessible version of the Forward Plan is available on request from [Democratic Services](#).

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 Loan Book
2. Affordable Housing Programme Progress and Standing Loans

Skills Committee

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

Transport and Infrastructure Committee

1. Budget Monitor Update
2. Performance Report

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
1.	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
2.	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
3.	Peterborough University Phase 3 Full-Business Case (FBC)	Skills Committee	17 January 2022	Decision	To consider the Full Business Case for Phase 3 of Peterborough University 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
4.	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.
5.	Digital Skills Bootcamps Update	Skills Committee	17 January 2022	Decision	To update the Committee on the progress with the Digital	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 documents

					Bootcamps contract.			Lead Member for Skills	other than the report and relevant appendices to be published.
6.	Health and Care Sector Work Academy	Skills Committee	17 January 2022	Decision	To consider proposals to approve the reprofiling of spend for the Health and Care Sector Work Academy 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.
6.	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
7.	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.
8.	Combined Authority Board and Committee Membership Update Changes January 2022	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.
9.	Annotated Forward Plan	Cambridgeshire and Peterborough	26 January 2022	Decision	To approve the latest version	Relevant internal and	Robert Parkin	Mayor Dr Nik Johnson	It is not anticipated that there

	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			of the forward plan.	external stakeholders	Chief Legal Officer and Monitoring Officer		will be any documents other than the report and relevant appendices.
10.	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.
11.	Sustainable Growth Ambition Statement and 2022-23 Budget and	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/060	To approve the Sustainable Growth Ambition Statement, set a balanced	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

	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
	Medium-Term Financial Plan to 2022-26				budget for the forthcoming financial year as required by law, and set a medium-term financial plan for the next four years.		Paul Raynes Director of Strategy		the report and relevant appendices to be published.
12.	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.
13.	Progress Against Devolution Deal	Cambridgeshire and Peterborough	26 January 2022	Decision	To note the update against Devolution	Relevant internal and external stakeholders	Paul Raynes Director of Strategy	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
	Update Commitments	Combined Authority Board			Deal Commitments.				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
14.	Market Towns Programme: Reprofilng 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.
15.	<p>Market Towns Programme – Approval of Recommended Projects (Funding Call 7)</p> <p>[May contain confidential appendices]</p> <p>New item</p>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/078	To approve recommended project proposals under the Market Towns Programme (funding call 7) for the town of Soham (East Cambridgeshire).	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.
16.	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.

	Allocation of Additional Home to School Transport Funds New item	Cambridgeshire and Peterborough Combined Authority Board	22 January 2022	Key Decision 2021/083	To retroactively award the balance of Additional Home to School Transport grant funds following final confirmation of audited spend.	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.
17.	Transport Levy 2022-23 New item	Cambridgeshire and Peterborough Combined Authority Board	22 January 2022	Key Decision 2021/082	To approve the amount and apportionment of the Transport Levy for the 2022-23 financial year.	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.
18.	Affordable Housing Scheme: Proposed variation to loan relating to former Alexander House, Ely [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	22 January 2022	KD2022/002 [General Exception Notice]	To approve an extension to the loan facility made to Laragh Homes in relation to Alexander House, Ely due to Covid-related delays on site.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Cllr Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.

	New item								
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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
19.	Local Transport and Connectivity Plan Update New item	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To provide an update on the Local Transport and Connectivity Plan refresh following consultation in October/ November and seek approval to proceed to a six-week formal consultation from 31 January 2022.	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.
20.	Fengate Phase 2 University of Peterborough Access Study	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/031	To consider recommendations on the Outline Business Case	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	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
					Phase 1 and outline next steps.				other than the report and relevant appendices.
21.	St Ives and 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 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.
	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

	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
	Incorporated into the report above								relevant appendices to be published.
22.	Fengate Phase 4 Access Strategy	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/067	To update the Board on the progress made on the Fengate Access Strategy and seek approval to use £180,000 £150,000 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
23.	A10 Outline Business Case New item	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/080	To approve the release of £2m of funding from the Department of Transport to progress the A10 Strategic Outline	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

	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
					Business Case into the Outline Business Case stage.				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
24.	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
25.	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.
26.	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
27.	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	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 documents

					Care Sector Work Academy and make recommendations to the Combined Authority Board.			Lead Member for Skills	other than the report and 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
28.	Digital Connectivity Business Case	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
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									decision submitted to the decision maker
	Business Board Appointments Removed	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
29.	Strategic Funding Management Review – January 2022	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks and to approve the process for awarding the Business Board recycled Funding.	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

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
30.	Affordable Housing Programme Scheme Approvals March 2022	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 the report and relevant appendices.
31.	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.
32.	Northern Fringe	Housing and Communities Committee	9 March 2022	Decision	To receive a progress report on the Northern Fringe.	Relevant internal and	Roger Thompson	Councillor Lewis Herbert	It is not anticipated that there

	Progress Report					external stakeholders	Director of Housing and Development	Lead Member for Housing	will be any documents other than the report and relevant appendices.
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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
33.	Local Transport and Connectivity Plan 2022	Transport and Infrastructure Committee	14 March 2022	Decision	To consider the Local Transport and Connectivity 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.
34.	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

	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 relevant appendices.
35.	Peterborough City Centre Transport Vision Phase 1 Deferred from January	Transport and Infrastructure Committee	14 March 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 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
36.	Wisbech Rail Update Deferred from January	Transport and Infrastructure Committee	14 March 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.

	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
37.	E-Scooter Trial and E Bike Update New item	Transport and Infrastructure Committee	14 March 2022	Decision	To provide an update on the E-Scooter Trial and E-Bikes 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.
38.	Transforming Cities Fund 2021/2023 New item	Transport and Infrastructure Committee	14 March 2022	Decision	To note the content of the Transforming Cities Fund Report as a requirement of the grant and make recommendations to the Combined Authority Board on any financial profile changes to specific projects.	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.
39.	Fenland Stations Regeneration	Transport and Infrastructure Committee	14 March 2022	Decision	To give an update on construction completion of March and Manea stations as part of	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	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
	Deferred from January				the Fenland Stations Regeneration programme.				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
40.	Business Economic Growth and Skills Strategy	Skills Committee	16 March 2022	Decision	To consider the draft Business Economic Growth and Skills Strategy and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	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.	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	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.
42.	University of Peterborough – Programme Business Case Deferred from January	Skills Committee	16 March 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	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
43.	Adult Education Budget: Funding Allocations for 2022/23 and Proposed	Skills Committee	16 March 2022	Decision	To consider proposals for Adult Education Budget funding allocations for 2022/23 and proposed funding policy changes and make	Relevant internal and external stakeholders	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

	Funding Policy Changes New item				recommendations to the Combined Authority Board.				and relevant appendices to be published
44.	Economic and Skills Insight Report Deferred from January	Skills Committee	16 March 2022	Decision	To note the Economic and Skills Insight Report.	Relevant internal and external stakeholders	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
45.	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

	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
									other than the report and relevant appendices.
46.	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.
47.	Cambridgeshire and Peterborough Combined Authority Constitution New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To review and approve a series of proposed changes to the Constitution.	Relevant internal and external stakeholders including the Audit and Governance Committee	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.

	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
48.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	30 March 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.
49.	Treasury Management Strategies 2022/23 New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To review and approve the Combined Authority's draft Capital, Treasury and Investment Strategies and Minimum Revenue Provision (MRP) Statement for 2022/23	Relevant internal and external stakeholders including the Audit and Governance Committee	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.

	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.	Annual Report and Business Plan 2022/23 Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	30 March 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.
51.	Performance Report Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	30 March 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.

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
52.	Combined Authority Office Accommodation [May contain confidential appendices] New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2021/084	To approve acquisition of a leasehold property interest to serve as office accommodation for the Combined Authority and all remaining associated expenditure to implement efficient operational occupation.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
53.	Climate Change Action Plan New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2022/001	To agree a Climate Action Plan based on the recommendations of the Climate Working Group	Relevant internal and external stakeholders	Paul Raynes Director of Strategy	Councillor Bridget Smith Lead Member for the Environment	It is not anticipated that there will be any documents other than the report and

	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 Climate Change	relevant appendices to be published.
54.	<p>Market Towns Programme – Approval of Recommended Projects (Final Funding Call)</p> <p>[May contain exempt appendices]</p> <p>New item</p>	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2021/079	To approve the final tranche of recommended project proposals under the Market Towns Programme (final funding).	Relevant internal and external stakeholders	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 to be published.
55.	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	Relevant internal and external stakeholders	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

	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
					Peterborough area.				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
56.	Local Transport and Connectivity Plan 2022	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2021/033	To approve the Local Transport and Connectivity 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.

56.	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.
57.	Peterborough City Centre Transport Vision Phase 1 Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	30 March 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
58.	Transforming Cities Fund 2021/2023 New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2022/003	To note the content of the Transforming Cities Fund Report as a requirement of the grant and approve any financial profile changes to specific projects.	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.

59.	Wisbech Rail Update Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	30 March 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.
60.	E-Scooter Trial and E Bike Update New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To provide an update on the E-Scooter Trial and E-Bikes 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
61.	Future Combined Authority Housing Purpose and Function beyond March 2022	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 programme beyond March 2022.	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.

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
62.	Adult Education Budget:	Cambridgeshire and Peterborough	30 March 2022	Key Decision 2021/081	To consider proposals for Adult Education Budget	Relevant internal and	Director of Business & Skills	Councillor Lucy Nethsingha	It is not anticipated that there

	Funding Allocations for 2022/23 and Proposed Funding Policy Changes New item	Combined Authority Board			funding allocations for 2022/23 and proposed funding policy changes and make recommendations to the Combined Authority Board.	external stakeholders		Lead Member for Skills	will be any documents other than the report and relevant appendices to be published
63.	University of Peterborough – Programme Business Case Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022 2022	Decision	To approve the Programme Business Case for the University for Peterborough.	Relevant internal and external stakeholders	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

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
64.	Strategic Funding Management Review – March 2022 New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	Relevant internal and external stakeholders	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
65.	Local Growth Fund Management Budget New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To approve a revised spend profile into future years for the management budget for the Local Growth Fund Team.	Relevant internal and external stakeholders	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

	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
66.	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	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.	The Role of the Business Board Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	30 March 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	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

	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
68.	Business Economic Growth and Skills Strategy	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To approve the Business Economic Growth and Skills Strategy	Relevant internal and external stakeholders	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
69.	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	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

	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
	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	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.
70.	Local Assurance Framework Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	30 March 2021	Decision	To approve the revised Local Assurance Framework.	Relevant internal and external stakeholders, including the Audit and Governance Committee	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.

	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
71.	High Performance Computing Strategy New item	Cambridgeshire and Peterborough Combined Authority Board	30 March 2021	Decision	To approve and adopt the High Performance Computing Strategy.	Relevant internal and external stakeholders, including the Audit and Governance Committee	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.

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
72.	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	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

					and next steps and make recommendations to the Combined Authority Board.				the report and relevant appendices.
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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
73.	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.
74.	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

	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 relevant appendices.
75.	Membership of the Combined Authority New item	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Decision	To note the appointment of Members of Constituent Councils and a representative of the Business Board for 2022/23 (and their Substitute Members) and to appoint any Non-Constituent Members or Co-opted Members.	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.
76.	Appointments to Executive Committees, Committee Chairs and Lead Members New item	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Decision	To note and agree the Mayor's nominations to Lead Member responsibilities and the membership of the Executive Committees,	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.

	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
					including the Chairs of the Executive Committees for 2022/23.				
77.	Appointment of the Overview and Scrutiny Committee New item	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Decision	To appoint the Overview and Scrutiny Committee and confirm its terms of reference, size and allocation of seats to political parties in accordance with political balance requirements, according to the nominations received from constituent councils.	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.
78.	Appointment of the Audit and	Cambridgeshire and Peterborough	1 June 2022	Decision	To appoint the Audit and Governance Committee and	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
	Governance Committee New item	Combined Authority Board			Independent Person and confirm its terms of reference, size and allocation of seats to political parties in accordance with political balance requirements, according to the nominations received from constituent councils.		Monitoring Officer		documents other than the report and relevant appendices.
79.	Calendar of Meetings 2022/23 New item	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Decision	To approve the calendar of meetings for 2022/23.	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.
80.	Budget Monitor Update	Cambridgeshire and Peterborough	1 June 2022	Decision	To provide an update on the revenue and	Relevant internal and	Jon Alsop Section 73 Chief	Mayor Dr Nik Johnson	It is not anticipated that there

	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			capital budgets for the year to date.	external stakeholders	Finance Officer		will be any documents other than the report and relevant appendices to be published.

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
81.	Digital Sector Strategy Deferred from March	Cambridgeshire and Peterborough Combined Authority Board	1 June 2022	Decision	To approve and adopt the Digital Sector Strategy for Cambridgeshire and Peterborough.	Relevant internal and external stakeholders	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

	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

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
82.	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).