



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY



**THE BUSINESS BOARD**



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**JAMES PALMER**  
CAMBRIDGESHIRE &  
PETERBOROUGH MAYOR

**DRAFT**

# **Cambridgeshire and Peterborough Combined Authority Assurance Framework**

**November 2019**

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March 2021

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Contents

Document verification:

Created:	Reviewed by:	Approved by:
March 2019	Chief Executive, <a href="#">CPCA S73</a> Officer and Directors	Business Board Combined Authority Board Audit and Governance Committee
May 2019	Chief Executive, <a href="#">CPCA S73</a> Officer and Directors	Business Board Combined Authority Board

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November 2019	Chief Executive, <a href="#">CPCA</a> S73 Officer and Directors	Business Board Combined Authority Board
<a href="#">March 2021</a>		

Version number:	<a href="#">34</a>
File location:	Internal folder

# 1. Purpose of the Assurance Framework

## 1.1 Purpose

1.1.1. The Assurance Framework sets out:

- (a) How the seven principles of public life shape the culture within the Combined Authority in undertaking its roles and responsibilities in relation to the use and administration of the Cambridgeshire and Peterborough Investment Funds, and incorporating the Medium-Term Financial Plan, incorporating the Single Pot funding. This culture is developed and underpinned by processes, practices, and procedures.
- (b) The respective roles and responsibilities of the Combined Authority, the Cambridgeshire and Peterborough Local Enterprise Partnership (known as the Business Board) and the Section 73 Officer, in decision-making and ways of working is set out in the terms of reference of the Business Board and forms part of is included within the Combined Authority and the Local Enterprise Partnership constitutions constitution.
- (c) The key processes for ensuring accountability, including public engagement, probity, transparency, legal compliance and value for money.
- (d) How potential investments to be funded through the Cambridgeshire and Peterborough Medium Term Financial Plan, incorporating the Single Pot, will be appraised, prioritised, approved, signed off and delivered.
- (e) The processes for oversight of projects, programmes, and portfolios and how the progress and impacts of these investments will be monitored and evaluated.

1.1.2. The Assurance Framework sits alongside a number of other Cambridgeshire and Peterborough Combined Authority documents including:

- the Constitution of the Mayoral Combined Authority; <http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Final-Constitution-Sept18.pdf>
- the Constitution of the Mayoral Combined Authority
- the Constitution of the Business Board (Local Enterprise Partnership); <http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Business-Board-Constitution-24-09-18-final.pdf>
- The Cambridgeshire and Peterborough Devolution Deal; <http://cambridgeshirepeterborough-ca.gov.uk/home/devolution/>
- the Cambridgeshire and Peterborough Independent Economic Review (CPIER); [www.cpier.org.uk](http://www.cpier.org.uk)
- Local Industrial Strategy; <https://cambridgeshirepeterborough-ca.gov.uk/business-board/strategies/>
- the Cambridgeshire and Peterborough Business Plan 2019-2020;

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- the Mayor's growth ambition statement;  
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/GROWTH-AMBITION STATEMENT .pdf>

- the Cambridgeshire and Peterborough Business Plan 2019-2020;

<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Business-Plan-2019-20-dps.pdf>

- [the Mayor's growth ambition statement](#)
- [the Cambridgeshire and Peterborough Annual Report & Business Plan](#)
- [the Monitoring and Evaluation Framework](#); <http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/ME-Framework-Mar-2019.pdf>

- ~~the Combined Authority Medium-Term Financial Plan 2019-2023~~; <http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/2019-20-Budget-and-Medium-Term-Financial-Plan-2019-2023-FINAL.pdf>

- [the Combined Authority Medium-Term Financial Plan 2019-2023](#)

1.1.3. All these documents can be found on the Combined Authority and Business Board websites ~~under~~ <http://cambridgeshirepeterborough-ca.gov.uk/about-us>

<http://cambridgeshirepeterborough-ca.gov.uk/business-board/governance/>

1.1.4. This Assurance Framework replaces the last published Assurance Framework and takes on board the national guidance published by the Ministry of Housing, Communities and Local Government for National Local Growth Assurance Framework (January 2019).

1.1.5. The Assurance Framework covers all funds within the Cambridgeshire and Peterborough Medium Term Financial Plan, incorporating the Single Pot under the Cambridgeshire and Peterborough Devolution Deal agreed with government, and funds added to the Single Pot since the Devolution Deal, together with other sources of income such as Enterprise Zone business rates and loan repayments.

1.1.6. The Assurance Framework will be reviewed ~~on an annual basis with any revisions in place for April of the following year. Any agreed changes that require amendments to the Combined Authority Constitution will be agreed at the Combined Authority AGM in May each year. The next annual review of this document will take place in December 2019, at least annually to ensure that it is kept up to date reflecting changes in the Combined Authority's operating environment and changes to Government policy.~~ **Where potential changes result in significant divergence from the approved local assurance frameworks, adjustments must be agreed by Ministry of Housing, Communities and Local Government for Communities and Local Government (MHCLG) as set out in the National Local Growth Assurance Framework guidance.**

~~1.1.7. The review will examine whether the assurance processes are operating effectively and identify any areas of improvement. Any changes to legal, funding, or other contextual changes that might require a change of assurance process will be taken into account, along with the impact on any other Combined Authority key strategies, policies or processes.~~

~~1.1.8.1.1.7.~~ The remainder of this document is structured around the following sections:

- **Section 2** describes the Cambridgeshire and Peterborough CPIER ~~and~~ the

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Mayor's growth ambition statement, [and](#) our [One Year Annual Report & Business Plan 2019-2020](#) and clarifies the content of Cambridgeshire and Peterborough Medium Term Financial Plan and the role of the Assurance Framework.

- **Section 3** describes the accountability and transparent decision-making processes and practices that we operate and the roles and responsibilities within it.
- **Section 4** describes the supporting policies and procedures.

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- **Section 5** describes how we make robust and evidenced decisions.
- **Section 6** explains the processes once programmes and projects are in the delivery phase.
- **Section 7** explains how we will measure the success of our investments, realise the benefits of that investment and feed the evaluation outcomes back into the investment planning, and strategy and policy development processes.

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## 2. Cambridgeshire and Peterborough Independent Economic Review, Mayor's Growth Ambition Statement and Annual Report & Business Plan 2019-2020

### 2.

### 2.1 Cambridgeshire and Peterborough Growth Ambition Statement and Local Industrial Strategy

- 2.1.1 The Cambridgeshire and Peterborough Mayor's Growth Ambition Statement sets out the area's priorities for achieving ambitious levels of inclusive growth and meeting the commitments of the Devolution Deal. The Statement ~~has been~~was adopted by the Combined Authority Board (November 2018) and is based upon the significant work of the Cambridgeshire and Peterborough Independent Economic Review (CPIER).
- 2.1.2 The CPIER was commissioned by the Combined Authority and other local partners to provide a world-class evidence base, alongside independent and expert analysis, to inform future strategies and investment. It was also informed by two rounds of open public consultation. The CPIER is publicly available ~~at~~on the CPIER website.
- 2.1.3 ~~The Local Industrial Strategy.~~The Local Industrial Strategy sets out the economic strategy for Cambridgeshire and Peterborough, taking a lead role in implementing the business growth, productivity, and skills elements of the Growth Ambition Statement as set out below:



- 2.1.4 The Local Industrial Strategy is focussed around the five foundations of productivity established in the UK Industrial Strategy 2018, namely:

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- People
- Ideas
- Business Environment
- Infrastructure
- Place

~~It is a~~

~~2.1.5~~ A core principle of the Local Industrial Strategy ~~is~~ that the fifth foundation of

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place reflects the findings of the CPIER. In this area there ~~will be~~ economic strategies which respond to the three sub-economies identified in the region.

- Greater Cambridge
- Greater Peterborough
- The Fens

~~2.1.6 Investments will only be made if they can demonstrate that they will support the delivery of the Growth Ambition Statement and the Local Industrial Strategy, and the more detailed place and sector strategies (where they are in place).~~

~~2.1.5 The methodology for ensuring investment decisions align with the Combined Authority's strategic objectives is set out in section 5.~~

## 2.2 Cambridgeshire and Peterborough Annual Report & Business Plan 2019-2020

~~2.2.1 With the creation of the Combined Authority in 2017 and the Mayoral election in May 2017, the Devolution Deal with Government provides for the transfer of significant powers for transport, housing, skills and investment. Through the deal, the Combined Authority has the power to create investment, bringing together funding for devolved powers to be used to deliver a 30-year programme of transformational investment in the region. This includes the control of a new~~

~~2.2.1 £20m a year funding allocation over 30 years. The initial Cambridgeshire and Peterborough Combined Authority The CPCA Annual Report & Business Plan was agreed is approved in March 2018 January and sets out the investment priorities for the period to 2020 forthcoming financial year. For simplicity the rest of this document will refer to it as the Business Plan.~~

2.2.2 The Combined Authority ~~has been developing~~ continues to develop its detailed strategies for key areas of activity including:

- Housing Strategy
- Skills Strategy
- Local Industrial Strategy
- Local Transport Plan
- ~~Non-statutory spatial plan~~ Statutory Spatial Framework

~~2.2.3 The Combined Authority has 12 priority projects and programmes, which are based upon the CPIER objectives and the strategies highlighted above. These 12 priority programmes and are reflected in the Business Plan. On 30<sup>th</sup> January 2019, along with other projects.~~

~~2.2.3.2.4 Alongside the Business Plan, and in line with its statutory duties, the~~ Cambridgeshire and Peterborough Combined Authority Board ~~approved~~ approves both a one-year budget, and a four-year Medium-Term Financial Plan, that forms the investment plan for the Combined Authority. This allocates resources to deliver the ~~next stages of these priority~~

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~~programmes~~ Combined Authority's objectives set out in the Business Plan.

2.2.4 ~~This~~ The Business Plan and the Medium-Term Financial Plan sets out at a high level the transformational investments that the Cambridgeshire and Peterborough Combined Authority will commit resources to, subject to the detailed consideration and appraisal of project business cases. Some are project ideas at an early stage ~~and might not be feasible~~ where their feasibility is being established, others are further advanced. The Business Plan and the Medium-Term Financial Plan are not intended to be an exhaustive list of activity as new opportunities will arise during the period, but it identifies the key activities that ~~are transformational and~~ will need investment during the ~~plan~~ planned period to unlock the opportunities they could bring. Prioritisation has been undertaken to ensure that our investment goes into projects that will unlock transformational anchor projects that will have a significant impact on

2.2.5 growing the whole Cambridgeshire and Peterborough economy.

2.2.5.2.6 The Combined Authority has a Programme Management regime that reviews the status and performance of projects within the Business Plan. This is reported to the Directors once a month, and to the Cambridgeshire and Peterborough Combined Authority Board quarterly.

## 2.3 Cambridgeshire and Peterborough Financial Strategy

2.3.1 As part of the devolution deal, the The Combined Authority has responsibility for a 'Single Pot' multiple streams of grant funding to invest strategically in the local area, including:

- Gainshare (the devolution deal £20m pa for 30 years).
  - Housing Capital Grant (£170m over five years).
  - Local Growth Fund (LGF). Funds and the Getting Building Funds
  - Transforming Cities Fund (TCF) (£94.5m over six years).
  - Adult Education Budget (AEB).
- However, the

2.3.2 The Combined Authority also has other sources of responsibility for operational grant funds such as:

- Local Highways Maintenance Capital grants
- The Adult Education Budget

2.3.2.2.3.3 The Combined Authority has non-grant income, streams including Enterprise Zone business rates, the Transport Levy and investment income. The long-term security of the gainshare funds and other income and the devolution deal powers for the Combined Authority means that it is able to borrow against future funds, to enable the Combined Authority to deliver transformational activity sooner rather than delivering smaller scale and less impactful activities based on a smaller annual allocation. This area of activity is incorporated into a Treasury Management Strategy Financial Strategy that is overseen by Audit and Governance Committee. Borrowing Debt funded expenditure is not factored into the current four-year plan, but this may change as the feasibility work identified firms up project delivery programmes.

2.3.2.3.4 The Combined Authority does not distinguish between the different sources of funding for the purpose of investment planning, other than recognising that some sources of funding are restricted in what they can be used for. All funds are within the Cambridgeshire and Peterborough Medium Term Financial Plan, not just the funds provided through the devolution deal Devolution Deal, and are covered within this Assurance Framework.

2.3.2.3.5 The Combined Authority recognises that the monitoring requirements for different sources of funding will differ and needs to meet the requirements of the funding body. However, the Combined Authority applies the Assurance Framework consistently across all funds within the Plan projects regardless of

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[funding source](#). The Assurance Framework clearly identifies the processes for securing funds for investment in Cambridgeshire and Peterborough and the requirements placed on delivery partners once their projects have been approved.



2.3.52.3.6 This means that any organisation seeking funding from the Combined Authority does not need to concern itself with the source of the funding and different rules and processes that will apply. These will be identified in the funding agreement/contract with the delivery partner.

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### 3. Accountability and Transparent Decision Making

#### 3.1 Roles and Responsibilities

- 3.1.1 Members of the Combined Authority are expected to act in the interests of the Cambridgeshire and Peterborough area, as a whole, when making investment decisions. A variety of controls are in place to ensure that decisions are appropriate and free from bias and/or the perception of bias. Further details are provided in the following sections.

#### 3.2 Cambridgeshire and Peterborough Combined Authority

- ~~3.2.1~~ The Combined Authority was established to further the sustainable and inclusive growth of the economy of Cambridgeshire and Peterborough. As a statutory local authority ~~our~~, the governance, decision-making and financial arrangements are in line with local authority requirements and standard checks and balances. **The Combined Authority will act in a manner that is lawful, transparent, evidence based, consistent and proportionate.**

- ~~3.2.2~~ The Combined Authority was established in 2017 ~~with~~. The Mayor of the Mayoral election-held Combined Authority was first elected in May 2017, and elections are held every four years.

- ~~3.2.3~~ For the purposes of this document ~~all~~, the majority of references to the 'Combined AuthorityAuthority' apply to both the Cambridgeshire and Peterborough Local Enterprise Partnership (known as Combined Authority and the Business Board) unless explicitly referred to separately.

- ~~3.2.4~~ The Combined Authority therefore incorporates the ~~roles~~roles and responsibilities ~~of the Business Board and the roles as~~ defined in the ~~devolution deal~~Devolution Deal and the administration of the Adult Education Budget.

- ~~3.2.5~~ The Combined Authority is its own accountable body for funding received from Government through the ~~devolution deal~~Devolution Deal and provides the accountable body role for the Business Board and the Greater South East Local Energy Hub and employs the officers that support them.

##### Combined Authority Membership

- ~~3.2.6~~ The Combined Authority membership is as follows: Mayor (Chair) ~~—~~ voting Leaders of the seven constituent local authorities:

- Cambridge City Council - voting
- Cambridgeshire County Council - voting
- East Cambridgeshire District Council - voting
- Fenland District Council - voting
- Huntingdonshire District Council - voting
- Peterborough City Council - voting
- South Cambridgeshire District Council - voting

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- ~~Local Enterprise Partnership~~Business Board Chair - voting
- The Police and Crime Commissioner for Cambridgeshire - non-voting
- Cambridgeshire and Peterborough Fire Authority representative  
- non-voting

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- Clinical Commissioning Group representative - non-voting

## Role of the Mayor

**3.2.7** The Constitution provides for a directly elected Mayor of Cambridgeshire and Peterborough, required by government as a precondition for meaningful devolution, and [whewhom](#) is the chair of the Combined Authority. The Mayoral arrangements will only gain the confidence of the electorate if they secure support from across our diverse communities, meet the highest standards of democratic accountability and are subject to robust checks and balances.

**3.2.8** The Mayor chairs the Combined Authority Board which is made up of the leaders of the seven constituent authorities and the Chair of the Business Board, who together form the Combined Authority's decision-making body (voting members of Board), [together along](#) with other non-voting partners set out above.

**3.2.9** The Constitution sets out arrangements to ensure the effective conduct of the Combined Authority's business [is](#) in this spirit of collaboration, mutual respect and transparency. All members strive to work on the basis of consensus; taking decisions through agreement.

**3.2.10** The Mayor has a lead role in allocating [gain share funding](#). [Gainshare Funding](#). The Mayor's Growth Ambition Statement sets out the area's priorities for achieving ambitious levels of inclusive growth and meeting the commitments of the Devolution Deal. These priorities also form the basis of the Business Plan and the Medium Term Financial Plan. The Mayor also produces his own budget each year which ensures he has appropriate support and advice on delivering the Devolution Deal [commitments](#).

**3.2.11** The Mayor has general powers as set out in Chapter 3 of the Constitution, including the power to pay a grant to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as highways authorities.

- The [Mayor's term](#) Mayor of [office is for four years with the next election](#) Combined Authority was first elected in May [2021-2017](#), and elections are held every four years.

**3.2.12**

## Role of the Local Authority Leaders

**3.2.13** Leadership of the Combined Authority is driven by the Mayor and the local authority leaders. The local authority leaders represent the views of their constituent authorities at the Combined Authority Board whilst putting the needs and opportunities of Cambridgeshire and Peterborough at the forefront of all decisions. In addition, they may take a portfolio lead covering the growth themes within the CPIER and the Mayor's [growth ambition statement](#) [Growth Ambition Statement](#) and the Cambridgeshire and Peterborough Investment Plan. These portfolio lead roles are reviewed annually and are confirmed at the Combined Authority AGM [Authority's Annual General Meeting](#).

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3.3 Business Board (LEP)

- 3.3.1 3.3.1 Local Enterprise Partnerships (LEPs) are private sector led voluntary partnerships between local authorities and businesses set up in 2010 by the former Department of Business Innovation and Skills to help determine local economic priorities and lead and lead economic growth and job creation within the local area.
- 3.3.2 3.3.2 The Business Board was established on 1st April 2018, taking over from the former Greater Cambridge Greater Peterborough Local Enterprise Partnership, to drive forward economic growth across its local area. The Business Board is now responsible for all former Local Enterprise Partnership projects and programmes. A joint statement setting out the respective roles of the Business Board and the Cambridgeshire and Peterborough Combined Authority is shown in Appendix 1.
- 3.3.2 3.3.3 The Business Board is a non-statutory body which is the Local Enterprise Partnership for this area. It is independent of the Cambridgeshire & Peterborough

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Combined Authority (CPCA) operating as a private-public sector partnership, focusing on the key business sectors to provide strategic leadership and drive growth in the Cambridgeshire and Peterborough and wider Local Enterprise area.

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3.3.4 The Cambridgeshire and Peterborough Combined Authority acts as the Business Board's Accountable Body to undertake the public funding accountability responsibilities for administering funds and must also review and approve this Framework.

3.3.5 The Business Board is committed to transparent and accountable decision-making processes. By bringing together the Business Board and the Combined Authority we combine the best of private sector expertise and public sector knowledge, transparency and accountability.

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~~3.3.4 Cambridgeshire and Peterborough has three functioning economic areas. The Business Board was established on 1<sup>st</sup> April 2018, taking over from the former Greater Cambridge Greater Peterborough Local Enterprise Partnership, to drive forward economic growth across its local area. The Business Board is now responsible for all former Local Enterprise Partnership projects and programmes. A joint statement setting out the respective roles of the Business Board and the Cambridgeshire and Peterborough Combined Authority is shown in Appendix 1.~~

~~3.3.5 The Business Board currently covers 15 local authorities; however, the current geographical area is under review. The Department for Business Enterprise and Industry are considering proposals for a coterminous boundary with the Cambridgeshire and Peterborough Combined Authority. The authorities that are current members are as below:~~

District	Areas	Council
Cambridgeshire		Cambridgeshire County Council
Cambridge		Cambridge City Council
East Cambridgeshire	Ely, Littleport and Soham	East Cambs District Council
Fenland	Wisbech, March, Whittlesey & Chatteris	Fenland District Council
Huntingdonshire	Huntingdon, St Ives & St Neots	Huntingdonshire District Council
South Cambridgeshire	Cambourne	South Cambs District Council
Peterborough		Peterborough City Council
North Hertfordshire	Royston	North Hertfordshire District Council
South Kesteven (Lincs)	Grantham, Stamford, Bourne and Market Deeping	South Kesteven District Council
Rutland	Oakham	Rutland County Council
West Suffolk	Bury St Edmunds, Haverhill, Newmarket and Mildenhall	West Suffolk Council

Uttlesford (Essex)	Saffron Walden, Great Dunmow, Stansted, Mountfitchet and Thaxted	Uttlesford District Council
West Norfolk & King's Lynn	King's Lynn, Downham Market and Hunstanton	BC of King's Lynn and West Norfolk



South Holland (Lines)	Spalding, Crowland, Donington, Holbeach, Long Sutton and Sutton Bridge	South Holland District Council
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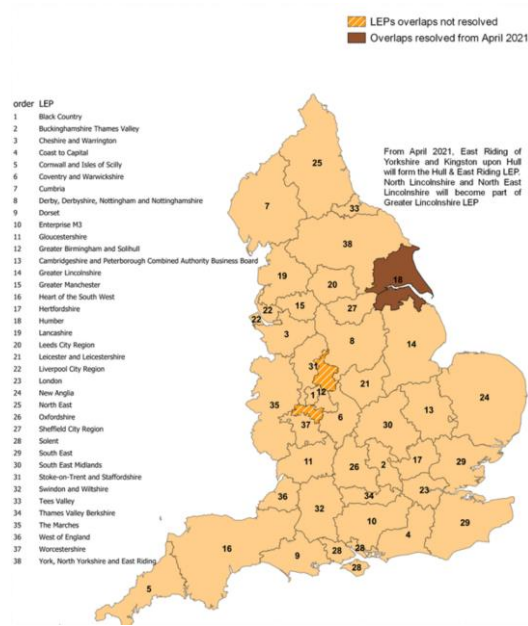
The Business Board's current area is set out below. [3.3.6](#) Prompted by Government's Strengthened Local Enterprise Partnerships Review, which



[called for local areas to reach solutions to remove the delivery geography overlap between LEPs, the Business Board has become coterminous with the CPCA geography.](#)

[3.3.7 To formalise coterminous approach, the Business Board has entered into Strategic Partnership Agreements \(SPA\) to transfer delivery of services in overlap areas to neighbouring LEPs. SPA's has been agreed with New Anglia LEP, South East LEP, Hertfordshire LEP and Lincolnshire LEP. HMG's Cities and Local Growth Unit \(CLGU\) have been consulted on the CPCA's adopted approach to resolving the LEP overlaps and have confirmed all previous overlap issues between the CPCA Business Board and its neighbouring LEPs as concluded.](#)

3.3.8 Government has produced the following revised LEP boundary map showing the new LEP geographies demonstrating the Business Board geography is now confirmed as coterminous with the CPCA geography:



3.3.6 3.3.9 The red line denotes the area covered by the Cambridgeshire and Peterborough Combined Authority [and Business Board](#):



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~~3.3.7~~ 3.3.10 The Business Board is the principal forum for collaboration between the public and private sectors, for improving the economy of Cambridgeshire and Peterborough. In 2014, the Government announced the first wave of Growth Deals, making investment via its Local Growth Fund. [Also Government announced allocation of the Getting Building Funding in summer 2020](#). To date, the Business Board (via the former Local Enterprise Partnership) has been awarded ~~£146m~~[£161m](#) via three rounds of Growth Deal funding [and the Getting Building Funding](#) allocations.

~~3.3.8~~ In April 2016, the Government reviewed Growth Deal Assurance Frameworks in the context of new Devolution Deals and issued Single Pot Assurance Framework Guidance for devolved areas. In July 2016, Cambridgeshire and Peterborough secured a Devolution Deal and began work to set up a new Combined Authority. Therefore, this new Guidance came into effect for the Business Board area from that date. In November 2016, the Government issued revised national guidance for Local Enterprise Partnership Assurance Frameworks. The Cambridgeshire and Peterborough Combined Authority was formally established on 2 March 2017.

~~3.3.9~~ The Cambridgeshire and Peterborough Combined Authority acts as the Business Board's Accountable Body to undertake the public funding accountability responsibilities for administering funds and must also review and approve this Framework.

~~3.3.10~~ 3.3.11 The Business Board provides leadership in the arena of economic growth across its area. Comprising business leaders from key industry sectors, it provides expert knowledge and insight into economic growth-related activities in its area and leads the development of the Industrial Strategy.

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3.3.12 The Business Board is building on the strength of its existing partnership with neighbouring Local Enterprise Partners by collaborating on common issues and is currently leading on multi ~~Local Enterprise Partnership~~LEP programmes on Energy and Agri-Tech. It will continue to work collaboratively across the wider region and ~~also~~ envisages working more closely with other Local Enterprise Partners that are outside the current Local Enterprise Partnership area potentially through new collaborations and funding agreements.

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~~3.3.12~~ 3.3.13 The Business Board comprises a blend of industry leading experts from the private sector, alongside representatives from the public sector and education communities. It is chaired by a private sector representative and brings together some of the brightest entrepreneurial minds in our area.

~~3.3.13~~ 3.3.14 The Chair and Vice Chair of the Business Board are private sector representatives. The Chair will lead on building the reputation and influence of the area at a national and international level and chairs Business Board meetings. The Chair is also a voting member of the Cambridgeshire and Peterborough Combined Authority Board. The Vice Chair will be available to deputise for the Chair as required.

~~3.3.14~~ 3.3.15 The Business Board has a designated ~~a~~ small business (SME) ~~representative, champion~~ who will lead the engagement with small businesses across the area and represents their views at Board level. Given the makeup of the local business community, this is a vital role on the Board.

~~3.3.15~~ 3.3.16 All of the Board Members operate in an open and transparent manner and conduct themselves in accordance with 'The Seven Principles of Public Life' otherwise known as the Nolan Principles, and ~~the Business Board's~~ Code of Conduct.

~~3.3.16~~ 3.3.17 The Business Board is committed to diversity and has a Diversity Statement in place to help guide Board appointment decisions.

~~3.3.17~~ 3.3.18 The Business Board's Executive Team ~~is provided via the Cambridgeshire and Peterborough Combined Authority officer structure, who operate as a single team for the Combined Authority and the Business Board. This includes an experienced Chief Executive, S73 Officer, (CPCA S73 Officer), Monitoring Officer, Directors, Programmes Managers, Assurance Manager~~ and others to ensure that the organisation is run in a proactive, impact driven and fully compliant manner.

~~3.3.18~~ 3.3.19 The other public and private sector members of the Local Enterprise Partnership support the Combined Authority's work by:

- Supporting and offering advice to the Combined Authority on their responsibilities.
- Championing and promoting specific initiatives from the perspective of business.
- Influencing the development of the Combined Authority's strategies and policies, including as lead organisation for the development of the Local Industrial Strategy at the invitation of the Combined Authority.

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- Representing the Cambridgeshire and Peterborough Combined Authority nationally and internationally.
- Ensuring a strong business influence over decision-making.
- Supporting the development and delivery of the CPIER and the Mayor's growth ambition statement Growth Ambition Statement.

3.3.193.3.20 Cambridgeshire and Peterborough The Business Board is an active member of the national Local Enterprise Partnership Network and will continue to be so. This includes participation in both Local Enterprise Partnership Chair and officer level meetings.

3.3.203.3.21 **Enterprise Zones:** The Business Board retains strategic oversight and governance of the Enterprise Zones, and delegates programme delivery to the Alconbury Weald Enterprise Zone Programme Board and Project Boards for Cambridge Compass Enterprise Zones. These Boards will drive forward the regeneration and economic growth opportunities of Enterprise Zone sites and will be responsible for reporting to both the Business Board and Combined Authority Board as the accountable body.

3.3.203.3.22 These Enterprise Zone Boards comprise of Combined Authority officers, Local Authority representatives and key stakeholders. Each is responsible for delivering the programmes and projects associated with the regeneration and development of the Enterprise Zone site.

3.3.213.3.23 **The Eastern Agri-Tech Growth Initiative & Agri-Tech Programme Board:** The Eastern Agri-Tech Growth Initiative is overseen by the Eastern Agri-Tech Programme Board. Membership of the Programme Board includes experts with experience and knowledge of agriculture and the food industry, including research, farming and food processing.

3.3.22 The Programme Board's main task is to consider and make decisions on applications for grant support. All applications are initially appraised by external independent assessors and follow the process that was previously agreed-set out in the Constitution. Copies of the Eastern Agri-Tech Growth Initiative Guidance Notes and Pre-Qualification Questionnaire (the simple eligibility form) can be found on the Combined Authority and Business Board website using the following link:-

<http://cambridgeshirepeterborough-ca.gov.uk/business-board/eastern-agri-tech-growth-initiative/>

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3.3.25 The Eastern Agri-Tech Growth Initiative has its own monitoring and evaluation arrangements, but these do link to the Combined Authority ~~monitoring~~ Monitoring and evaluation framework Evaluation Framework.

~~3.3.23~~ 3.3.26 Agri-Tech is one of our strategic growth sectors identified by the CPIER; our ambition is to use the Local Industrial Strategy to step up our programme to ensure we are the “go to” UK centre for Agri-Tech. Agri-Tech also features within our Skills Strategy.

~~3.3.24~~ It was recommended by the Business Board and agreed by the The Combined Authority Board at their respective meetings in November 2018 that the Eastern Agri-Tech Programme Board should continue to take delegates decisions about applications for the grant funding on behalf of both for the Combined Authority and NALEP (both organisations are represented on Eastern Agri-Tech Programme to the Eastern Agri-Tech Programme Board). Specifying that that the Programme

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**3.3.27** Board became a sub-Board of the Business Board and that a member of the Business Board (nominated by the Business Board) became the Chair of the Programme Board. This would strengthen existing governance arrangements and provide continuity between the two Boards. The agenda and decisions of the Programme Board would be published on the Combined Authority/Business Board web site (with names of individuals redacted) in accordance with the transparency arrangements set out in the Business Board constitution. This will ensure that the operation of the Agri-Tech programme is consistent with the Assurance Framework for the Business Board and Combined Authority. The Cambridgeshire and Peterborough Combined Authority is the Accountable Body for the Eastern Agri-Tech Growth Initiative.

**3.3.28** The Programme Board's Secretariat is provided by the Cambridgeshire and Peterborough Combined Authority's Agri-Tech Project Officer, who is a very experienced programme manager and ensures that the Programme Board operates effectively, that its decisions are sound and that the Eastern Agri-Tech Growth Initiative is successful and delivers meaningful outcomes.

**3.3.253.3.29** The Terms of Reference (TOR) for the Eastern Agri-Tech Programme Board have been agreed and appear on the Combined Authority/Business Board web site. The TOR can be seen [on the CA/Business Board website](http://cambridgeshirepeterborough-ca.gov.uk/business-board/eastern-agri-tech-growth-initiative/) ~~using the following link:~~

<http://cambridgeshirepeterborough-ca.gov.uk/business-board/eastern-agri-tech-growth-initiative/>

**3.3.263.3.30** **The Greater South East Energy Hub & Energy Hub Board:** The Energy Hub is funded by the Department for Business, Energy & Industrial Strategy (mc) and overseen by the Hub Board. Membership of the Hub Board includes an officer representative from each of the eleven Local Enterprise Partnerships served by the Hub.

**3.3.273.3.31** The Hub Board is the strategic body responsible for taking decisions on Energy Hub business and programme activity. The Hub Board's main task is to approve the allocation and leverage of funds for the Local Energy Capacity Support Programme. The Hub Board are responsible for oversight of the Rural Community Energy Fund (RCEF) Funding Panel, a Hub Board subordinate body that makes decisions on grant applications. All applications are initially appraised by external independent assessors and follow the process agreed with Government. Copies of the RCEF guidance notes and Expression of Interest form can be found on the RCEF website ~~using the following link:~~

<http://cambridgeshirepeterborough-ca.gov.uk/business-board/energy-hub/>

**3.3.32** The Energy Hub has its own project assessment frameworks, monitoring and evaluation arrangements but these do link to the Combined Authority ~~monitoring~~ **Monitoring** and ~~evaluation framework~~ **Evaluation Framework**.

Authority Board have agreed that the Combined Authority would be the

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~~3.3.28~~3.3.33 Clean growth is one of the Grand Challenges in the Industrial Strategy. The transition to local low carbon energy is set out in the Local Energy East Strategy and the CPIER recognises the need for a roadmap to decentralised smart energy systems.

~~3.3.29~~ The Business Board and the Cambridgeshire and Peterborough Combined

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**3.3.34** Authority have agreed that the Combined Authority would be the Accountable Body for the Energy Hub and that the Energy Hub would assume the RCEF management role and administer the Fund. They also agreed the Hub Board terms of reference recognising it as a decision-making body for the Hub.

**3.3.35** The agenda and decisions of the Hub Board will be published on the Combined Authority/Hub Board [web-site](#) (with names of individuals redacted). This will ensure that the operation of the Energy Hub is consistent with the Assurance Framework for the Business Board and Combined Authority. The Cambridgeshire and Peterborough Combined Authority Board is the Accountable Body for the Energy Hub Initiative.

**3.3.36** The Programme Board's Secretariat is provided by the Cambridgeshire and Peterborough Combined Authority's Regional Energy Hub Manager, who ensures that the Hub Board operates effectively, that its decisions are sound and that the Greater South East Energy Hub is successful and delivers meaningful outcomes.

**3.3.37** The Terms of Reference (TOR) for the Hub Board have been agreed and appear on the Combined Authority/Energy Hub web site. The TOR can be seen [on the Combined Authority/Energy Hub website using the following link:](#)  
<http://cambridgeshirepeterborough-ca.gov.uk/business-board/energy-hub/>

### Membership of the Business Board

**3.3.38** The Business Board has been reviewing its membership in response to the national Local Enterprise Partnership review (Mary Ney, 2017) and government's response "Strengthened Local Enterprise Partnerships" (July 2018). The current membership ([September 2018](#)) comprises of fourteen members, which includes two public sector members and up to twelve business representatives as follows:

- The Mayor and the Portfolio **Holder** for Economic Growth of the Cambridgeshire and Peterborough Combined Authority shall be non-voting members of the Business Board by virtue of their office. Thus, ensuring close working relationship between the Combined Authority and the Business Board.
- Twelve private sector members appointed from **amongst** the key sectors across the Cambridgeshire and Peterborough area.
- One of the twelve private sector members is appointed specifically to represent the interests of the Small and Medium Sized Enterprises (SME) sector, one member represents the education sector and one member is appointed as an international business representative.

**3.3.39** The Business Board membership meets the requirements for two thirds of the members to be private sector representatives and does not exceed the maximum of 20 members.<sup>1</sup>

**3.3.40** Whilst all appointments to the Business Board have been made on merit, in accordance with Government requirements the Business Board will aim

<sup>1</sup> Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

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to improve the gender balance and representation of those with protected characteristics on its board with the following aims:

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- That women make up at least one third of Business Board ~~by 2020~~.
  - With an expectation for equal representation by 2023.
  - Ensure its Board is representative of the businesses and communities they serve<sup>2</sup>.
- ~~3.3.36~~3.40 The Business Board will regularly review its agenda balance on the Business Board and any committees.
- ~~3.3.37~~3.41 The Business Board Constitution sets out its role, the principles of membership and the terms of office.
- The term of office for **private sector representatives** will normally be a maximum of three (3) years, and subject to a maximum of one consecutive term.

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- The term of office of **public sector** members appointed by the Combined Authority is at their discretion; the Mayor is a member by virtue of his office.

~~3.3.38~~3.3.42 The **Chair of the** Business Board may appoint **up to five** co-opted members as necessary to complement the skills and expertise on the Board or to meet gender balance and protected characteristic requirements. Membership may not exceed 20 members and up to five co-opted members.

~~3.3.39~~3.3.43 Private sector members all have expertise and knowledge of our key sectors. These details together with their biographies are published on the Business Board website. ~~This will include~~ including a designated SME representative.

### Chair and Vice-Chair of Business Board

~~3.3.40~~3.3.44 The Constitution requires that the Chair and Vice-Chair must be the private sector representatives of the Board.

~~3.3.41~~3.3.45 The terms of office of the Chair and Vice-Chair will be for ~~two~~ (2)three (3) years with one consecutive term permitted upon unanimous vote of the Board members present and voting.

~~3.3.42~~3.3.46 The Chair is a voting member of the Cambridgeshire and Peterborough Combined Authority Board.

~~3.3.43~~3.3.47 "Strengthened Local Enterprise Partnerships" stipulated a maximum membership of 20 members with 2/3<sup>rd</sup>s from the private sector and to aim to have a 50/50 gender balance by 2023. ~~The Business Board aims to have a 50/50 gender balance by 2020 through the advertisement and appointment of new private sector members to sit on the Board and the appointment of co-opted membership. A recruitment campaign will be undertaken in 2019 for three new members to ensure gender balance and to ensure all members' term of office does not end at the same time thus ensuring succession planning.~~

~~3.3.44~~3.3.48 Following the revised Assurance Framework Guidance (January 2019), Higher Education and Further Education will represent the private sector on the ~~Local Enterprise Partnership~~Business Board.

~~3.3.45~~ The Business Board Constitution states that private sector members including the

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3.3.49 Chair shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with its ~~diversity statement~~Diversity Statement, Government Guidance and the Nolan Principles. This will include a public advertisement and an interview process conducted by the relevant Business Board's appointments panel. The Business Board will consult widely and transparently with the business community before appointing a new Chair. When vacancies become available for private sector ~~Local Enterprise Partnership~~Business Board members, they will be advertised on the Combined Authority website. In addition, social media will be used to raise awareness of the opportunities, particularly among under-represented groups. A recruitment panel (including the Cambridgeshire and Peterborough Mayor and Local Enterprise Partnership Chair) assesses applications received and makes a recommendation to the Combined Authority Board for approval of appointments.

3.3.463.3.50 All ~~Local Enterprise Partnership~~Business Board members (public and private) are expected to conduct themselves in accordance with the seven principles of public life. This is set out under the Code of Conduct detailed in the Combined Authority Constitution and provided to all new Local Enterprise Partnership members in their induction information. All members sign up to the code of conduct and the Nolan principles. As stated in its constitution, all Business Board and sub- committee and sub-group members will make decisions on merit having taken into account all the relevant information available at the time.

3.3.51 ~~New members receive an initial induction, and this is being enhanced during 2019.~~All new members of the Business Board receive a comprehensive induction to ensure they have the knowledge and understanding needed to effectively fulfil their duties in the role. To bring an element of consistency to the induction, a presentation based training tool has been introduced to all members, and to which new Business Board members can refer and at their convenience. The Business Board induction covers the following elements:

- CPCA Assurance Framework
- Governance & Constitution
- Nolan Principles – member roles and responsibilities
- Business Board Landscape - purpose and key tasks
- Annual Performance Review – Business Board effectiveness
- Strategy & Delivery
- Succession Planning & Future Funding Strategy

3.3.47

## Wider Business and Public Engagement

3.3.483.3.52 The Combined Authority and Business Board recognise that the private sector members cannot represent the views of all business in the Cambridgeshire to support the Chair and Board, the Director of Business and Skills is the chief

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and Peterborough area. Therefore, a variety of engagement mechanisms are utilised to ensure that the broader business community has the ability to influence strategy and policy development, our investment priorities and to be actively engaged in the delivery of some of our activities, particularly around supporting careers development with schools. This includes, through the business networks and groupings that officers of the executive engage with, as a part of their activity, as well as specific engagement sessions – such as business roundtables to inform strategy and policy development.

~~3.3.49~~3.3.53 Strategy and policy documents are developed through engagement with partners and key stakeholders and are subject to consultation. Each consultation will vary depending on the topic but will meet ~~any~~all statutory requirements. However, drafts are formally considered in public at the Combined Authority Board with papers published in advance of the meeting.

~~3.3.50~~3.3.54 Evidence of effective public engagement includes the work on the CPIER and Local Industrial Strategy referred to in section 2. A review of engagement activity and impact will be undertaken annually as part of the annual ~~delivery plan~~Delivery Plan from 2020. The annual ~~delivery plan~~Delivery Plan will be published on the website.

### Secretariat Arrangements

~~3.3.51~~ In accordance with Government requirement ~~to have~~, an independent secretariat

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to support the Chair and Board, the Director of Business and Skills is the chief

~~3.3.55~~ officer and a designated Chief Officer were appointed to support the Business Board. The ~~Director Chief Officer~~ is supported by a ~~S73~~ Business Board S73 (BB S73) Chief Finance Officer and Monitoring Officer appointed separately to ~~those~~ the statutory officers who support the Combined Authority Board.

### Local Area Agreement

~~3.3.53~~ 3.56 In accordance with Government requirements for mayoral areas there is a requirement for a Local Agreement between the Business Board and the Cambridgeshire and Peterborough Combined Authority and the Accountable Body setting out the responsibilities of the Chair, Board and Accountable Body. The Accountable Body agreement is embedded in the Business Board's terms of reference and constitution.

## 3.4 Decision Making for the Cambridgeshire and Peterborough Investment Funds

3.4.1 Cambridgeshire and Peterborough Combined Authority is its own Accountable Body for all funds received by Government and is the Accountable Body for the Business Board.

3.4.2 The Cambridgeshire and Peterborough Combined Authority ~~and the Business Board~~ Constitution sets out the basis of how decisions will be taken within our Combined Authority, in keeping with principles of democracy and transparency and with effective and efficient decision-making. The Constitution takes on board the changes relating to the Business Board, as a result of the national Local Enterprise Partnership review.

~~3.4.3~~ In summary, the decision-making process and governance for Cambridgeshire and Peterborough as set out in the Cambridgeshire and Peterborough Business Plan is as follows:

~~3.4.4~~ 3.4.3 Investment decisions using public funds will be made with reference to statutory requirements, conditions of the funding, local transport objectives and through formal LEP involvement. The Monitoring Officer ~~and S73~~ review reviews all proposed funding decision and their comments are included in all public or delegated power reports. The CPCA S73 Officer reviews all funding decisions recommended to the Combined Authority Board and their comments are included in all public or delegated power reports. The BB S73 Officer reviews and approves all funding decisions before recommendation to the Business Board, their comments are included in all public reports.

### CPIER and the Mayor's growth ambition

#### ~~statementingstatement~~ and Investment Planning

~~3.4.5~~ 3.4.4 The Combined Authority Board provides the overall strategic direction for economic growth in Cambridgeshire and Peterborough, approving the CPIER and the Mayor's ~~growth ambition statement~~ Growth Ambition Statement and

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associated thematic strategies and plans.

~~3.4.63.4.5~~ The Combined Authority Board sets out the investment priorities for Cambridgeshire and Peterborough through the Medium-Term Financial Plan and the Business Plan. This includes named prioritised projects which are allocated against either revenue or capital funds. ~~All projects, revenue or capital, are identified in the current year of the Business Plan and the Medium Term Financial Plan.~~

#### **Decision process for Business Board and Combined Authority Board projects**

~~3.4.73.4.6~~ For new programmes/projects, the detailed consideration of whether the programme/project represents value for money, has realistic delivery timescales and processes, and will deliver the outputs and outcomes that we require etc in line with our strategic documents is undertaken through the development of a Project Initiation Document (PID) and Business Case.

~~3.4.83.4.1~~ Work from the Department for Transport Early Assessment and Sifting Tool ('EAST') has created a benchmark and guidance that has been built into the Project initiation Document and Business Case templates, to which all projects must adhere to. This forms the evidential basis on which the need for intervention is based and will help ensure programmes and projects are identified based on need and opportunity.

~~3.4.93.4.7~~ A Project Initiation Document PID is used to identify the expected expenditure, project governance, timescales for delivery and proposed outcomes, and to enable more informed financial and output profiling in line with the Medium-Term Financial Plan. This is an internal project management document and will be prepared by the Project Manager.

~~3.4.103.4.8~~ This document The PID provides a first view of how, what and when the project will deliver against the Mayor's Growth Ambition Statement, the Local Industrial Strategy and the 2019/20 Business Plan. This Project Initiation Document will include detail such as:

3.4.9 Once approved, the project can then be developed into a Business Board or paper for approval at the Combined Authority Board meeting.

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- ◆ ~~The identified Project Manager.~~
- ◆ ~~Project description including objectives and overview.~~
- ◆ ~~Timescales (high level).~~
- ◆ ~~Project outputs and outcomes against the CIPER and the Mayor's growth ambition statement.~~
- ◆ ~~Cost of project (high level), and initial funding required.~~

~~3.4.11 Project Initiation Documents are appraised and approved during the Combined Authority weekly Director meetings. Following approval, the Project Manager can then arrange for the Business Case to be developed, adapting HM Treasury's Five Case Model.~~

~~3.4.12 Business cases should be initially appraised and approved at the weekly Combined Authority Director Meetings. In considering the appraisal recommendations (including any conditions) on business cases the following supporting information will be provided to the Directors meeting:~~

- ◆ ~~The business case.~~
- ◆ ~~The completed appraisal documents.~~

~~3.4.13 Once approved at the Director meetings, the Business Case will then require final approval to commence to project delivery. This may be via the monthly Combined Authority Board cycle or by Combined Authority Officers. Approval requirements are set out in the Scheme of Delegations.~~

~~3.4.14 In addition, projects with political sensitivities or a variation to an original Board approval are required to go to Combined Authority Board for approval, even~~

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~~when the Chief Executive has delegated authority to sign off.~~

### Decision process for Business Board

~~3.4.15~~3.4.10 The Business Board will review the Business Case for Business Board funded projects and make recommendations to the Combined Authority Board, as Accountable Body, to approve the funding.

~~3.4.16~~3.4.11 In order to ensure that the Business Board is able to progress its business in an efficient manner, the Business Board has an urgency decision making procedure which is set out in its constitution. Decisions and actions taken will be retrospectively reported to the next meeting of the Business Board

~~3.4.17~~3.4.12 In addition to the delegations in the Combined Authority Constitution, the Business Board and Combined Authority Board has delegated limited authority to the Director of Business and Skills to approve small grants to SMEs between £2,000 and £20,000 subject to Section 73 Officer approval, and regular reporting to the Business Board;

~~3.4.18~~3.4.13 Business cases approved at the Business Board and Combined Authority Board are published on the Combined Authority website, as part of the monthly Board papers.

3.4.14 Work from the HM Treasury on Green Book guidance has created a benchmark and guidance that has been built into Business Case templates and for when procuring Business Cases; all Business Cases must adhere to the 5-case model. This forms the evidential basis on which the need for intervention is based and will help ensure programmes and projects are identified based on need and opportunity.

~~3.4.19~~3.4.15 Decisions within the Scheme of Delegation and taken under delegated powers are recorded through the Officer Decision Notice process, with supporting ~~business cases~~Business Cases available on request. The Officer Decision Notices are published on the Combined Authority website.

~~3.4.20~~3.4.16 All reports to the Business Board and any committees, include the application for funding, appraisal of application, legal and finance expert' view and recommendations. The ~~BB~~ S73 Officer signs off all Business Board expenditure

### Summary of Scheme of Delegations for Business Board

The scheme of delegation specific to local enterprise funding is set out in ~~Part 3 and 4 of~~ the Business Board's constitution and is summarised in Appendix 2. The Combined Authority Constitution also applies to all Business Board and officer decisions.

### Decision process for Combined Authority Board

~~3.4.21~~3.4.17 The Combined Authority Board will approve the Business Cases for

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Combined Authority funded projects and will approve the Business Case recommended by the Business Board.

[3.4.223.4.18](#) Business cases and appraisal documentation submitted to the Combined Authority Board will be published on the Combined Authority website with Board papers, subject to any exemptions applied as set out in the transparency rules within the Constitution.

[3.4.223.4.19](#) Decisions within the Scheme of Delegation and taken under delegated powers are recorded through the Officer Decision Notice process, with supporting business cases available on request. The Officer Decision Notices are published on the Combined Authority website.

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3.4.243.4.20 The decision-making process and governance arrangements are illustrated in the diagram below:

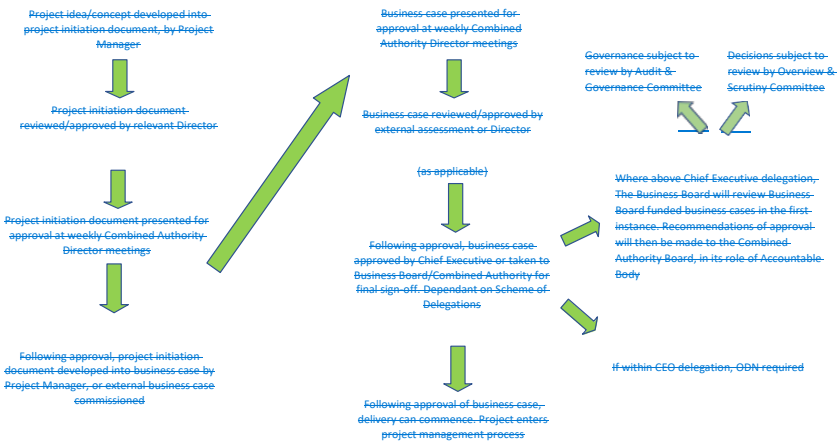
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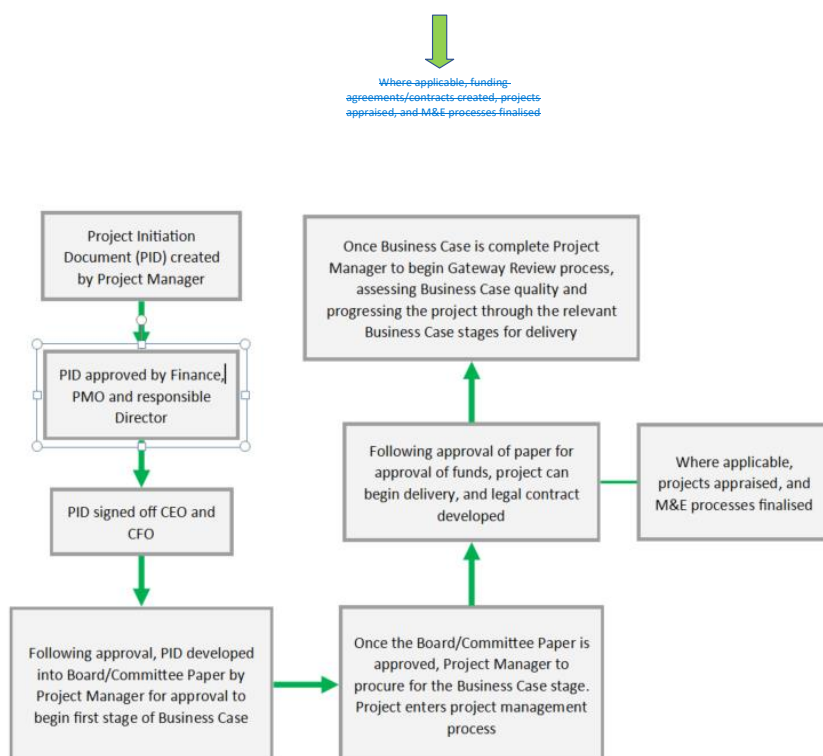


Decision Making Process



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### Decision process for new programmes/projects not in the Business Plan and not within a named budget allocation

**3.4.25** **3.4.21** New opportunities or challenges will arise and programmes/projects that are not currently in the business plan Business Plan will need to be considered to address them. If these new programmes/projects cannot be ~~are not~~ accommodated within the current Medium- Term Financial Plan, they will need to be considered by the Combined Authority Board for entry to the Budget and Business Plan ~~and reflected in the six monthly refreshment cycle for those documents.~~

**3.4.22** The Business Plan and Medium-Term Financial Plan ~~will~~ are normally set annually but can also be reviewed every six months, ~~together with any prioritisation of new~~ refreshed within the year where there are extraordinary unforeseen circumstances.

**3.4.26** ~~New~~ projects.

**3.4.27** **3.4.23** ~~Those that~~ which are accepted ~~into the Business Plan~~ would then

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proceed to follow the [Project Initiation Document through to Business Case](#) PID development and be taken to the Combined Authority Board for decision.

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## Role of the Cambridgeshire and Peterborough [Corporate Management Team](#)

[3.4.28](#)[3.4.24](#) The Cambridgeshire and Peterborough [DirectorsCorporate Management](#)

Team is made up of members of the Combined Authority's senior officers: Chief [ExecutiveExecutives](#), [Section 73 Officer](#), and Directors. The Management Team meets [weeklyregularly](#) and has an oversight role of the work of the Combined Authority.

## 3.5 Decision Making for the Adult Education Budget

3.5.1 Investment decisions on the use of the Adult Education Budget will be made with full consideration to the statutory [entitlements](#):

3.5.1.1 English and Maths, up to and including level 2, for individuals aged 19 and over, who have not previously attained a GCSE grade A\* to C or grade 4, or higher, [and/or](#).

3.5.1.2 First full qualification at Level 2 for [individuals aged 19 to 23all](#), [and/or](#).

3.5.1.3 First full qualification at level 3 for individuals aged 19 to 23.

3.5.2 The Combined Authority submitted its Strategic Skills Plan to government in May 2018 as part of the readiness conditions requirements set by the Department for Education. Further iterations have been shared with the Department for Education and form a chapter in the new Skills Strategy [2019](#).

3.5.3 Local and national partners have been fully engaged throughout the development phase for the processes and priorities for the funding award and during the funding award phase. This has included providing regular communications via our website, hosting three strategic events for all local and national providers, and participating in provider network meetings that met regularly during 2018. The Provider Networks comprised local Further Education and local authority providers, the Education and Skills Funding Agency, the Association of Colleges and Independent Training [Providers](#).

3.5.4 The Combined Authority Board is the final decision-making body for funding awards. A grant commissioning process was launched on 1st December 2018 and closed in March 2019. Appraisals were carried out on the submitted delivery plans requesting funding by the Combined Authority officers. A moderation panel of internal senior managers consider recommendations and make final recommendations for approval. The Director of Business & Skills in consultation with the Portfolio Holder for Skills to approve funding [awards](#).

3.5.5 [During the funding award process a web enabled portal has included the ability for all potential providers to submit questions. These have been developed into a Q+A section on the portal so that the same information is available to all potential providers.](#)

## 3.6 Statutory Committees

3.6.1 As a Mayoral Combined Authority, we are constitutionally required to have the

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following Committees within our Governance structures:

● **Overview & Scrutiny Committee:** Reviews decisions made, to ensure they

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meet the needs of the people of ~~the~~ Cambridgeshire and Peterborough and are made in line with our agreed policies; making recommendations where necessary. It has the power to “call in” and delay the implementation of decisions made by ~~the~~ Board. The membership of the Committee comprises 14 members, two nominated from each of the Constituent Authorities.

Members of the Committee appointed reflect the balance of political parties for the time ~~being prevailing~~ among members of the Constituent Authorities collectively. It also has the power to scrutinise the Business Board.

- **Audit & Governance Committee:** Ensures we are spending public money properly and have the right systems in place to manage our finances correctly and meet our legal and regulatory responsibilities. The Committee also reviews the corporate risk register on a quarterly basis. The membership of the Committee is one member from each Constituent Authority. Members of the Committee appointed reflect the balance of political parties for the time ~~being prevailing~~ among members of the Constituent Authorities collectively. The Committee is chaired by an independent Member. The Committee will also oversee the audit and governance arrangements of the Business Board.

3.6.2 The terms of reference and membership of these Committees is detailed in the Combined Authority Constitution.

3.6.3 There are also three executive Committees of the Combined Authority: Skills, Transport and Infrastructure, and Housing and Communities. These executive Committees take decisions within the strategic and budgetary framework agreed by the Combined Authority Board.

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### 3.7 Role of the Statutory Officers

- 3.7.1 The Combined Authority appoints four Statutory Officers who each have a formal role of discharging the duties and obligations on its behalf. The roles are detailed in the Combined Authority Constitution but briefly comprise of:
- **Head of Paid Service:** The Chief Executive fulfils the role of the Head of Paid Service. The Head of Paid Service discharges the functions in relation to the Combined Authority as set out in section 4, Local Government and Housing Act 1989 and act as the principal advisor to the Business Board.
  - **Section 73 Officer:** The Chief Finance Officer fulfils the role of Section 73 Officer in accordance with the Local Government Act 1985 to administer the financial affairs of the Combined Authority and Business Board. The Section 73 Officer is responsible for providing the final sign off for funding decisions. The Section 73 Officer will provide a letter of assurance to government by 28<sup>th</sup> February each year regarding the appropriate administration of government funds under the Cambridgeshire and Peterborough Investment for which the Cambridgeshire and Peterborough Combined Authority are responsible. As set out in paragraph 3.3.563-3.54, in order to provide an independent secretariat to the Business Board the Combined Authority's Section 73 Officer delegates responsibilities in relation to the Business Board to their deputy, referred to as the Business Board Section 73 in this document.
  - **Monitoring Officer:** The Monitoring Officer fulfils their role in accordance with the Local Government Act 1972 to administer the legal duties of the Combined Authority and Business Board.
  - **Scrutiny Officer:** To promote the role of and provide support to the Overview and Scrutiny Committee.

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3.7.2 In addition to these statutory roles the Combined Authority has nominated officers to ensure that we meet our obligations under the Data Protection Act 2018 and information governance. These are:

- **Senior Information Risk Officer (SIRO)** - The Monitoring Officer is the SIRO for Information Governance. The SIRO is responsible for the Strategy, acts as an advocate for good practice and is required to provide a statement of assurance as part of the Combined Authority's Annual Governance Statement.
- **Data Protection Officer** – [The](#) Deputy Monitoring Officer is the Data Protection Officer responsible for providing advice and guidance on the Data Protection Act 2018.

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## 4. Accountability and Transparent - Supporting Policies and Procedures

### 4.1 Working Arrangements, Meeting Frequency and Transparency

- 4.1.1 The Combined Authority is subject to a robust transparency and local engagement regime. The Combined Authority's Constitution includes how agendas, minutes and papers will be made available to the public and when.
- 4.1.2 The Combined Authority Board:
- Is subject to the Transparency Code applied to local authorities.
  - Will ensure all meetings of the Combined Authority Board and other statutory committees are open to the public and appropriately accessible.
  - Will make sure all meeting agendas, papers (when not exempt or confidential as set out in the transparency rules within the Constitution), and minutes are published on the Combined Authority website, within the minimum statutory timescales – an agenda will be published five clear working days before the meeting. ~~A decision notice~~ Decisions made at a meeting will be published no later than the close of business on the third clear working day following the day of the meeting at which the decision was made ~~and any key decisions are subject to call in~~. Draft minutes will be published within 12 clear working days of the meeting taking place and final minutes within two clear days of approval where changes are made.
  - All Decision Notices will be published in line with statutory requirements and any key decisions are subject to call in.
  - Will make clear the approach to making investment decisions in the Combined Authority Constitution.
  - Will publish (online) all funding decisions, including funding levels through Business Board and Combined Authority agendas and minutes and through the ~~mayoral~~ Mayoral and ~~officer decision notice~~ Officer Decision Notice register where decisions are taken under delegated powers.
  - Growth fund updates are submitted to the Business Board at each meeting. The Combined Authority has a performance management system which includes quarterly reports to the Combined Authority Board on delivery of key priority projects in the Business Plan by exception and monthly budget monitoring updates.
  - As the accountable body for the Business Board funding, the Combined Authority Board will review and ratify funding decisions made by the Business Board for legality and value for money and will hold a record of all relevant documentation relating to government funding allocated to the area.
- 4.1.3 For ease of access the Combined Authority website has a transparency section and a separate meetings section which contain all information on the Combined Authority governance arrangements, agendas and papers and the Combined Authority Board Forward Plan.

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4.1.4 The Combined Authority Board meets ~~every month~~bi-monthly. The Combined Authority publishes a Forward Plan on the Combined Authority website, which is legally required with a statement of all key decisions together with all non-key decisions we plan to take over the next four months. Confirmed items are published 28

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4.1.4 clear days in advance of a decision being made.

4.1.5 In addition to the Combined Authority Board, the Business Board meets bi-monthly. The Business Board shall have at least one meeting a year that will be open to the public to ensure the communities that they represent can understand and influence the economic plans for the area.

4.1.6 No business may be transacted at a meeting of the Business Board unless there is a quorum. The quorum requires a majority of the total number of Members of the Board to be present which should include the majority of private sector members and at least one public sector member.

4.1.7 All other meetings of the Business Board shall not be open to the public unless determined otherwise by the Chair. This enables commercially confidential items to be discussed and for open and frank exchanges of information and views to be expressed that might not otherwise be expressed in an open forum. This forms an important element within the Combined Authority governance arrangements.

4.1.8 Agendas and reports will be published five clear days prior to the meeting and minutes of these meetings will be published on the its website within 10 clear working days of the meeting and the agreed minutes will be published within two clear working days after approval at the subsequent meeting.

4.1.9 Information regarding activity being undertaken by the Combined Authority is available on the website. This includes the publication of key documents such as the CPIER and the Mayor's growth ambition statement[Growth Ambition Statement](#), the Cambridgeshire and Peterborough Business Plan 2019-2020, and, the Combined Authority Local Assurance Framework, as well as details of the regular programme of events to provide ongoing engagement with public and private partners across the Cambridgeshire and Peterborough area. Regular news updates on activity underway are also provided through dedicated pages on social media outlets including LinkedIn, Twitter and Facebook. Additionally, when investment decisions are taken, they are published through the use of press releases and social media.

4.1.9

## 4.2 Publication of Financial Information

4.2.1 The Combined Authority is subject to the same financial arrangements as a Local Authority and is legally required to publish its annual accounts, external audit letter and annual governance statement by the end of July each year. The draft statement of accounts is signed by the [CPCA](#) S73 Officer and published (on the Cambridgeshire and Peterborough Combined Authority website) by 31st May. The final set of financial statements are signed by the [CPCA](#) S73 Officer and the Chair of the Audit and Governance Committee and published by the 31st July.

4.2.2 The Annual Governance Statement will be published in draft by 31st May, and the final version to be signed by the Mayor, the Business Board Chair and the Chief Executive and published by 31st July. The Audit and Governance Committee approves the statement of accounts and reviews the Annual Governance Statement prior to approval, in accordance with their terms of reference.

4.2.3 It is also used as part of the Annual Conversation each year, to supplement the information provided and discussed on governance arrangements.

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4.2.4—All payments made on behalf of the Business Board are published in the monthly

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4.2.4 transparency report by Cambridgeshire and Peterborough Combined Authority.

4.2.5 All approvals for new funding are ~~now~~ published and monitored. The quarterly return to Government on Growth Fund projects, spend and performance is reported to Business Board and published in the reports, as part of the Business Board agenda. These ~~have now also been are~~ uploaded on the Business Board section of the website ~~and will continue to be published going forward to~~ increase transparency.

4.2.5

## 4.3 Remuneration and Expenses

4.3.1 Allowances or expenses may be payable to the Mayor and any of the Business Board members, in accordance with a scheme approved from time to time by the Cambridgeshire and Peterborough Combined Authority Board upon the recommendations of an Independent Remuneration Panel.

4.3.2 The Combined Authority publishes the following information on its website: [Transparency](#)

- Confirmation of the allowance payable to the Mayor and Business Board members.
- Confirmation of any allowances and expenses paid to the Mayor, Business Board Members and independent Chairs of Committees or Panels (published annually).
- Salaries of senior officers earning more than £50,000 (published annually); together with the numbers of staff who earn over £50,000, in bands.

4.3.3 Any scheme of allowances approved for Business Board members and payments made will also be published.

## 4.4 Freedom of Information

4.4.1 The Combined Authority is subject to the Freedom of Information Act 2000 and the Environmental ~~Impact~~Information Regulations 2004. As Accountable Body for the ~~Local Enterprise Partnership~~Business Board, the Combined Authority will also fulfil these functions on behalf of the Business Board. The Combined Authority will hold records and will be the focal point for statutory information requests. Applicants are made aware of their right to access information through the Combined Authority, which will deal with the request in accordance with the relevant legislation. As set out in this section, the Combined Authority aims to publish as much information as possible so that Freedom of Information requests are less necessary. A publication scheme is on the website and answers to previous requests are [also](#) published on the website. [CPCA Freedom of Information Policy](#)

## 4.5 Conflicts of Interest

4.5.1 The Combined Authority has a Code of Conduct which applies to all members of the Combined Authority, the Business Board, all committee members and the officers who form part of any decision-making body [e.g.](#) the Chief Executive.

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The Code of Conduct requires all those identified to avoid any conflicts of interest.

4.5.2 Each member of the Combined Authority is also required to complete a written declaration of interest for the purposes of their organisations and their individual personal interests covering a broad range of activities/ownership. Individual

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4.5.2 declarations of interest forms are completed annually following members' appointment at the Combined Authority annual meeting. Declarations of interest are requested at the start of each meeting and declared and recorded within the minutes. The registers of interests are updated, as appropriate, following each Combined Authority meeting.

[Combined Authority Board Membership](#)

[Business Board Membership](#)

4.6 Gifts

4.6 Gifts and Hospitality

4.6.1. 4.6.1—Any gifts and hospitality received by members and officers will be declared under the relevant members name and any declarations declared by members will be published on the website, ~~For example, Mayor Palmer: Declared Gifts and Hospitality. The register of gifts and hospitality.~~ The register of gifts and hospitality declared by Business Board members is published under the governance page of the Business Board section of the website. All offers of gifts and hospitality of £5025.00 or more in value, including any offers of sponsorship for training or development, whether or not they are accepted, must be recorded promptly (and by no later than 28 days from the date of the offer) in a register held by the Combined Authority. A six monthly reminder will be ~~sendsent~~ to all members and officers. [The Combined Authority also has a protocol on Gifts and Hospitality which applies to all members.](#)

4.7 Complaints and Whistleblowing

- 4.7.1 If it is alleged that the Combined Authority is (a) acting in breach of the law, (b) failing to adhere to its framework, or (c) failing to safeguard public funds, complaints (from stakeholders, members of the public or internal whistleblowers) ~~are to be directed to the Combined Authority's Chief Executive or Internal Auditors~~ should be handled under the complaints policy.
- 4.7.2 The Business Board and the Combined Authority have adopted a confidential complaints procedure and whistleblowing procedure, which are both published on its website. Any complaints will be dealt with in accordance with its approved complaints process.
- 4.7.3 Where the Combined Authority cannot resolve the issue locally to the complainant's satisfaction, and the matter relates to the Cambridgeshire and Peterborough's Single Pot funding, the issue may be passed to the Ministry of Housing, Communities and Local Government ~~for Communities and Local Government~~ (MHCLG) or other relevant departments, such as the Department for Transport (DfT), as appropriate to the complaint in question. If the complainant is not satisfied with the response, they can raise it with the Local Government Ombudsman.

~~The above complaints and whistleblowing procedures are set out in detail at:~~

[CPCA Complaints Policy](#)  
[CPCA Whistleblowing Policy](#)

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[CPCA Business Board Complaints Procedure](#)  
[CPCA Business Board Whistleblowing Procedure](#)

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## 4.8 Diversity Statement

- 4.8.1 As detailed previously the Combined Authority is fully committed to diversity and equality. The Business Board has a published Diversity Statement which explains how it looks to ensure diverse representation [available on the Business Board website.](#)  
[CPCA Business Board Diversity Statement](#)

## 4.9 Government Branding

- 4.9.1 The Combined Authority is committed to meeting Government branding guidelines for projects in its Local Assurance Framework. This includes the branding guidance issued to LEPs for the Local Growth Fund. The correct branding and wording is used on the Business Board and subsidiary websites. Guidance will be produced for signage, social media, press notices and other marketing materials for every Government funded project.
- 4.9.2 A summary of the Governance framework and checklist is set out in Appendix 3.

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## 5. Robust Decision Making

### 1.

#### 5.1 Principles

- This section details the processes and procedures that are in place to ensure we make robust investment decisions with funds devolved to the Combined Authority. These are in addition to those identified within the Accountability, Openness and Transparency sections above. The processes and procedures will:

#### 1.1.1.

- Achieve value for money in spending public funds through ensuring that all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles, specifically -
  - Unless fulfilling a statutory requirement, all business cases must demonstrate a strong fit with the Combined Authority's strategic objectives of the relevant Board. as set out in the Devolution Deal, Growth Ambition Statement, and evidenced in the CPIER.
  - For the Combined Authority this is as set out in the Devolution Deal, Growth Ambition Statement, and evidenced in the CPIER. Where there are relevant strategies approved by the Combined Authority the case must also demonstrate alignment to these. (e.g. Local Industrial Strategy, Local Transport Plan, Skills Strategy, Non-Statutory Spatial Framework).
  - For the Business Board the strategic objectives are those set out in the Local Industrial Strategy, and sector-based strategies, that the Business Board have endorsed.
  - All business cases must clearly set out the key objectives of the project, how these contribute to the achievement of the Combined Authority's relevant Board's strategic objectives, as well as how these will be delivered and measured. Where a project is part of a programme the case must also set out how it fits in to that programme.
- Achieve best value for money in spending public money funds through the following -
  - proposed investments will offer as a minimum 'high' value for money (VfM);
  - "high" VfM can be defined as a Benefit Cost Ratio (BCR) ensuring that is at least 2.0 for transport schemes (and accounting for significant non-monetised impacts and key uncertainties), schemes with lower VfM however can be considered under circumstances where there is evidenced:
    - strategic value all projects contribute to the objectives of national or regional significance by unlocking a strategic route network bottleneck within the region (for example a strategic road or rail network with significant constraints but unable a BCR due to lower flow increases against disproportionate cost due Combined Authority via adherence to historical enhancement under investment (both of which have regional or national growth significance which is challenging to model and are unable to be claimed in TAG terms; or the Green Book principles, specifically -
      - allowing greater through flow of strategic passenger or freight traffic, or where there is evidenced strategic value associated with achieving the Devolution Deal ambitions of GVA or housing growth (for example providing main line rail access to support the growth of left-behind areas); or

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~~\*—— by unlocking this growth in addition to committed local plan growth, and where this evidence increases this to at least medium value VfM (BCR of at least 1.5 and accounting for significant non-monetised impacts and key uncertainties)~~

- ~~○—— for non-transport schemes, the appropriate public sector cost per job / Gross Value Added will be reviewed, and in all schemes the benefits will exceed the cost of intervention over the projected timeframe;~~
- ~~○—— in exceptional circumstances, where the strategic value directly contributes to the ambition of the Devolution Deal ambition as set out in para 6.2.5 of this document; and~~
- ~~○—— whereby sensitivity testing is undertaken in addition to Transport Analysis Guidance (TAG) standard procedures, schemes do not need to offer ‘high’ value for money as a minimum, if as described above there is evidence that the strategic value of significant regional or national importance of unlocking strategic passenger or freight movement through the region or there is evidenced strategic value associated with achieving the Devolution Deal ambitions of GVA or housing growth, by unlocking the growth in addition to~~



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committed local growth and where this evidence increases the BCR to 1.5 to 2.

- Unless fulfilling a statutory requirement, all business cases must demonstrate a strong fit with the Combined Authority's strategic objectives as set out in the Devolution Deal, Growth Ambition Statement, and evidenced in the CPIER.
  - Where there are relevant strategies approved by the Combined Authority the case must also demonstrate alignment to these. (e.g. Local Industrial Strategy, Local Transport Plan, Skills Strategy, Non-Statutory Spatial Framework).
  - All business cases must clearly set out the key objectives of the project, how these contribute to the achievement of the Combined Authority's strategic objectives, as well as how these will be delivered and measured. Where a project is part of a programme the case must also set out how it fits in to that programme.
- At the Outline Business Case and Full Business Case stages, Benefit Cost Ratios (BCRs) will be calculated for the options being considered, including the do-minimum option, and the options will be presented alongside any unmonetisable benefits so that decision makers can see the additional costs of these benefits, and make an informed decision as to whether the cost is worth paying.
  - Ensure an appropriate separation between project development and project appraisal, with Independent Value for Money (VFM) Assessment and Business Case Assurance, for all Growth Deal funded schemes and Single Pot Transport projects with a project value greater than £5m by our contracted business case assurance contractor. Transport schemes below £5m will be assessed and signed off independently of the scheme promoter by the Chief Finance Officer with support from an experienced transport modeller, where schemes are below £5m at Full Business Case (FBC) and are of significant complexity or importance and not expected to achieve high VFM based on initial multi-criteria analysis an independent assessment may be requested by the Chief Finance Officer from our contracted independent assessment supplier prior to sign off as previously stated.
  - Appraise projects in a way which is consistent with the Green Book 'five cases' model and proportionate to the funding ask in terms of processes required.
  - Ensure that the money spent results in delivery of outputs and outcomes in a timely fashion, and in accordance with the conditions placed on each investment, and by actively managing the investment to respond to changing circumstances (for example, scheme slippage, scheme alteration, cost increases etc).
  - Implement effective evaluation to demonstrate where programmes and projects have achieved their stated aims and using feedback appropriately to refine the priorities and the decision-making process.
  - Ensure that the use of resources is subject to the usual local authority checks and balances as well as normal local government audit, accounting and scrutiny requirements.

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## 5.2 Separation of Development and Appraisal Functions

### 5.2.1 Separation of Development and Appraisal Functions

- 5.2.1 The Combined Authority ensures all funding decisions are based on impartial advice. Project Initiation Documents and require approval by the CPCA S73 Officer and Chief Executive while Business Cases created by project managers require approval from Combined



Authority Board ~~and Directors~~ before commencing to project delivery.

~~5.3~~

## 5.3 Expressions of Interest/Open Calls

5.3.1 In relation to the Local Growth Fund, expressions of interest are received for potential funding under the Growth Prospectus, which is published on the Combined Authority website. ~~5.3.1~~  
~~In relation to the Local Growth Fund, expressions of interest are received for potential funding under the Growth Prospectus, which is published on the Combined Authority website. The first call has now closed and the potential projects are going through the Business Board and Combined Authority Board cycle. A new call for funding will be issued in 2019/20, following the publication of the Local Industrial Strategy. These Expression of Interests for funding calls will be appraised and evaluated by an internal panel with inputs from the appropriate policy lead, legal, procurement and financial officers' under the delegation. The initial appraisals from these for funding calls will be appraised by an internal panel, that evaluates expressions of interest, with inputs from the appropriate policy lead, legal, procurement and financial officers. When full applications are received, external appraisers will carry out detailed appraisals and, for projects over £500k, the project sponsor must present to an Entrepreneurs Assessment Panel and be scored which counts towards the overall assessment of projects upon which the Business Board considers projects for award of funding.~~

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## 5.4 Project Initiation Documents (PIDs)

- 5.4.1 ~~Project Initiation Documents~~PIDs are required for all new programmes and projects and are used to identify the expected expenditure, outputs, governance and outcomes of project delivery.
- 5.4.2 Once approved ~~during the weekly~~ by the relevant members of the Senior Management Team (Responsible Director ~~meetings~~, Section 73 Officer and Chief Executive Officer), the delivery of the project concept can proceed.
- ~~5.4.2~~5.4.3 A PID is used to identify the expected expenditure, project governance, timescales for delivery and proposed outcomes, and to enable more informed financial and output profiling in line with the Medium-Term Financial Plan. This is an internal project management document and will be prepared by the Project Manager ~~is required to develop.~~
- 5.4.4 The PID provides a first view of how, what and when the project will deliver against the Mayor's Growth Ambition Statement, the Local Industrial Strategy and the Business Plan. Detail such as the following will be included:
- The identified Project Manager.
  - Project description including objectives and overview.
  - Timescales (high level).
  - Project outputs and outcomes against the CPIER and the Mayor's growth ambition statement.
  - Cost of project (high level), and initial funding required.

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the Project Initiation Document into the business case.

## 5.5 Business Cases

5.5.1 All programmes and projects with approved allocations within the Business Plan and that have been approved through the Project Initiation Document process are required to complete a detailed Business Case.

5.4.5 Business case templates are a continuation of the It is also during the PID stage where it is recommended a RACI Chart is first developed. From this stage, the internal Project Initiation Documents, but require more detail evidenced on the Manager must establish project roles and responsibilities. This will enable a clear escalation process where risks, issues and changes are reported appropriately.

## 5.5 Business Cases

5.4.35.5.1 Business cases are designed to enable delivery and are important because projects will only deliver their intended outputs and benefits if they are properly scoped, planned and cost justified from the outset. These Business Cases will require detailed evidenced on the options, designs, delivery and outcomes of the project, along with strategic fit and value for money information, project risks and governance arrangements to enable informed decision making.

5.4.4 Business cases would normally use the Combined Authority's template; however, some categories of projects may have specific business case templates (such as Transport schemes using Transport Analysis Guidance (TAG): <https://www.gov.uk/guidance/transport-analysis-guidance-webtag>). These should still comply with the Combined Authority requirements.

5.4.55.5.2 Some categories of projects may have specific Business Case requirements, but most Business Cases are procured externally. The Combined Authority has adopted HM Treasury's Five Case Model, and business cases need to be prepared according to the following elements:

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Five Cases	Detail
Strategic Case	The strategic case sets out the rationale for the proposal; it makes the case for change at a strategic level. It should set out the background to the proposal and explain the objective that is to be achieved.
Economic Case	The economic case is the essential core of the business case and should be prepared according to Treasury's Green Book guidance. This section of the business case assesses the economic costs and benefits of the proposal to society as a whole, and spans the entire period covered by the proposal.
Commercial Case	The commercial case is concerned with issues of commercial feasibility and sets out to answer the question "can the proposed solution be effectively delivered through a workable commercial deal or deals?" The first question, therefore, is what procurement does the proposal require, is it crucial to delivery and what is the procurement strategy?
Financial Case	The financial case is concerned with issues of affordability, and sources of budget funding. It covers the lifespan of the scheme and all attributable costs. The case needs to demonstrate that funding has been secured and that it falls within appropriate spending and settlement limits.





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Management Case	The management case is concerned with the deliverability of the proposal and is sometimes referred to as programme management or project management case. The management case must clearly set out management responsibilities, governance and reporting arrangements, if it does not then the business case is not yet complete. The Senior Responsible Owner should be identified.
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~~5.4.6~~5.4.3 Reputational due diligence assessment will also be carried out to enable the ~~combine-~~  
~~authority~~Combined Authority to gain a comprehensive assessment of possible reputational risk  
~~attached to business partner.~~

~~5.4.7~~ External business cases are submitted to the Combined Authority, who review the funding  
source and provide an initial check as to which element of funding within the single pot would be  
most appropriate. ~~As part of the financial case, the source of funding will be determined (as part~~  
~~of the review of business cases prior to submission to the Combined Authority or Business~~  
~~Board) and the CPCA S73 Officer (or BB S73 Officer where funding is from within the funds the~~  
~~Combined Authority holds as accountable body to the Business Board) will review the financial~~  
~~case to ensure that, where funding is required from internal Combined Authority sources, it is~~  
~~available and affordable within the Combined Authority's overall resources.~~ The purpose of this  
is to ensure that the funding requirements of the component elements of the Single Pot are  
being met, and to enable the effects and outcomes of

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5.4.4 the component elements of funding within the Single Pot to be tracked.

5.4.85.4.5 Appraisals will be proportionate to either the estimated scale of budget and/or the level of innovation/risk associated with the programme and in line with established guidance, where appropriate, as set out by HM Government, including:

- HM Treasury Green Book.
- MHCLG Appraisal Guide.
- HM Treasury Magenta Book.

5.4.95.4.6 Where a conflict of interest exists, full independent due diligence will be sought. Additionally, the Combined Authority will appoint an independent organisation, through appropriate procurement, to undertake external due diligence when required. The independent organisation works directly with the project applicant to undertake due diligence which then follows the decision-making process.

5.4.105.4.7 In cases where the investment is to match central government funding, and that government department has undertaken due diligence, the Combined Authority would not need to undertake its own due diligence.

5.4.115.4.8 The Combined Authority will include reputational checks on organisations (and their group structure including parent organisations), when considering making loans and grants.

5.4.125.4.9 The Combined Authority's 10-point guide on Project Management (Appendix 4) provides detail on this decision-making process.

## 5.6 Relationship with Project Managers – Development to Decision

5.6.1 Throughout the development of ~~Project Initiation Documents~~PIDs and Business Cases through the appraisal process, the Combined Authority will keep in regular contact with external project managers.

5.6.2 An internally named project manager will be assigned to each programme/project where the Combined Authority are not the delivery body. The internal project manager will establish close working relationships ~~will~~with external contacts.

## 5.7 Ensuring Value for Money

5.7.1 As an investor of public funds, the Combined Authority has a responsibility to ensure that its decisions deliver best value for the ~~tax payer~~taxpayer, and therefore all investment opportunities and ~~business cases~~Business Cases must include an assessment of ~~their~~Value for Money. The Assurance Framework has been developed in line with HM Treasury Green and Magenta Book Guidelines, which require project managers to build in Value for Money processes throughout the approval stages. In addition, the Combined Authority requires all ~~business cases~~Business Cases be developed in line with HM Treasury's Five Case Model.

5.7.2 The delivery, and costs, of outputs must be quantified within all applications for funding. Where there are clear guidelines set out by Government for assessing Value for Money these will be taken into account; for example, for all Transport and Infrastructure schemes, the use of the

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benefit cost ratio (BRC) indicator is implemented in line with DfT [TAG](#) guidance.

- 5.7.3 The Director responsible for project delivery should document they are satisfied with Value for Money requirements. [The Section 73 Chief Finance Officer is also required to sign off Value for Money Statements.](#)

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**5.7.4**—The key objective of the Assurance Framework is to support the Combined Authority to make judgements about the value for money of potential investments and to accept or reject investments accordingly. However, it is just one of a range of complementary strategic guidance documents developed by the Combined Authority to inform decision making. The following table sets out the framework of strategic documents which will be used to determine the SMART objectives a project must fulfil in order to be included in any longlisting exercise:~~The following table sets out the relevant assessments for all complementary strategic guidance:~~

**5.7.15.7.4**

Document Name	Function	Date Published
CPIER and the Mayor's <a href="#">growth ambition statement</a> <a href="#">Growth Ambition Statement</a> 2016-2026. The Industrial Strategy for Cambridgeshire and Peterborough	<ul style="list-style-type: none"> <li>Key strategy document for the region.</li> <li>Sets high level targets (jobs and GVA) for the Combined Authority and develops the rationale for intervention across the region (six themes and seven priority sectors)</li> </ul>	November 2018
Local Industrial Strategy	<ul style="list-style-type: none"> <li>With a particular focus on productivity the Local Industrial Strategy articulates how the region and its priority industries will contribute to the successful delivery of the UK Industrial Strategy and the key interventions necessary to enable productivity growth in Cambridgeshire and Peterborough.</li> </ul>	May 2019 ( <del>pending</del> )
<a href="#">Skills Strategy</a>	<ul style="list-style-type: none"> <li><a href="#">The devolution of some of the skills functions alongside the Adult Education Budget to the CPCA frames the impetus for the Skills Strategy. With a holistic approach being taken to increasing productivity and to growing the social and economic well-being of the local communities, the Skills Strategy and high-level delivery plan have been aligned to the Local Industrial Strategy and the Cambridgeshire and Peterborough Independent Economic Review (CPIER) and its recommendations.</a></li> </ul>	<a href="#">June 2019</a> ( <a href="#">update planned for June 2021</a> )
<a href="#">Housing Strategy</a>	<ul style="list-style-type: none"> <li><a href="#">Sets out a new, ambitious and flexible approach to accelerating building rates and making homes more affordable in order to help tackle the severe shortage of housing of all types across Cambridgeshire and Peterborough.</a></li> </ul>	<a href="#">September 2018</a>
<a href="#">Local Transport Plan</a>	<ul style="list-style-type: none"> <li><a href="#">Sets out the vision, goals and objectives that define how transport will support the Combined Authority's Growth Ambition, and our approach to meeting these objectives.</a></li> </ul>	<a href="#">February 2020</a>
<a href="#">Non-Statutory Spatial Framework</a>	<ul style="list-style-type: none"> <li><a href="#">Sets out strategic planning principles to shape growth to make the economy more inclusive and sustainable, while strengthening communities and enhancing quality of life.</a></li> </ul>	<a href="#">Phase 1 2018.</a> <a href="#">Phase 2 ongoing.</a>

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<u>The Business Plan</u>	<ul style="list-style-type: none"><li>Sets output targets both in terms of spend</li></ul>	<u>January-2019</u> <u>Updated annually</u>
Monitoring and Evaluation Plan	<ul style="list-style-type: none"><li>Provides for each theme a capital and revenue logic model including key market failures to be addressed, and a range of indicative activities, outputs, outcomes and impacts, tied back to the achievement of the key performance indicators specified in the <u>SEP Local Industrial Strategy</u>.</li></ul>	<u>March 2019</u> <u>(updated Up dated annually)</u>

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## 5.8 Value for Money for Transport Schemes

5.8.1 For transport infrastructure schemes, the Cambridgeshire & Peterborough Combined Authority will ensure that modelling and appraisal is sufficiently robust and fit for purpose for the scheme under consideration, and that modelling, and appraisal meets the guidance set out in TAG.

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5.8.2 Furthermore, the Cambridgeshire & Peterborough Combined Authority will ensure value for money and transparency of transport scheme through the following:

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- Transport ProjectsProject Business case assessments [Strategic Outline Business Cases (SOBC), Outline Business Cases (OBC) and Full Business Cases (FBC)] will be based on forecasts which are consistent with the definitive version of NTEM (DfT's planning dataset). We will also consider alternative planning assumptions, which are in line with our devolution ambition in addition to committed local plan developments, as sensitivity tests in coming to a decision about whether to approve a scheme.

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- The appraisal and modelling will initially be scrutinised by our external Highways Authority delivery partner planning lead to ensure it has been developed in accordance with the TAG. Independent Value for Money (VFM) Assessment and Business Case Assurance, for all Growth Deal funded schemes and Single Pot Transport projects with a project value greater than £5m will be carried out by our contracted business case assurance contractor. Single Pot funded transport projects with a value below £5m will

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- be considered on a case-by-case basis and in cases of strategic impact or project complexity, an independent value for money statement will be undertaken on a proportionate and appropriate basis.
- Options development will utilise previous studies and reports as well as stakeholder engagement. This approach will enable a broad range of possible measures to be established for consideration when establishing the long list.
- The sifting from long list to short will be based on the criteria used in the Department for Transport Early Assessment Sifting Tool (EAST). At the sifting stage discarding of options will be based on whether those options meet the i) resolution of the issue; ii) achieve the strategic and local objectives iii) and is deliverable and technically sound. A scoring mechanism will be used, usually during a workshop environment, where options are appraised and assigned a negative or positive score. This facilitates an initial ranking of options and unfeasible options will be removed. Further engagement with stakeholders will then be undertaken to facilitate further sifting from the initial long list to a shorter list.
- The short-listed options will then be considered at a technical level and a recommendation provided within the Business Case and supporting papers presented to the Combined Authority Board who are empowered to make funding decisions.
- The Combined Authority will endeavour to always maximise value for money with public funds. This will not always be the same as selecting the shortlisted option with the highest BCR, as there may be unmonetisable benefits and risks that outweigh the lower ratio of monetisable benefits and costs, for example higher contract or delivery risks. The rationale on which a decision is made will be recorded through a combination of the papers presenting the options to the decision maker, and any minutes recording the discussion of the meeting at which the decision was made.
- The Combined Authority acknowledges that there may be cases when the best value way of delivering a project in order to achieve its strategic objectives may have a BCR which is not as strong as the BCR of alternatives which do not align as clearly with the Authority's strategic objectives set out in key policies including the Local Transport Plan. Despite this, it is then for the Combined Authority Board to make a judgement on whether the achievement of those strategic objectives is worth the cost to the Combined Authority.
- The Combined Authority will make proportionate and appropriate assessments of all business cases to ensure that any scheme below High VFM (BCR below 2, and accounting for significant non monetised and key uncertainties), has evidenced strategic value, either to the benefit of achieving advancement of the devolution ambition, economically or housing, or national or wider regional importance for unlocking strategic passenger or freight movement through the combined authority region. Business Cases to ensure that all schemes achieve value for money by demonstrating a strong strategic fit and measurable, achievable and relevant, objectives. The Combined Authority will endeavour to always maximise value for money with public funds. Where the rationale for this departs from a simple case of selecting the highest BCR of the shortlisted options the unmonetisable benefits, or unquantifiable

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uncertainties will be set out to justify this.

The Combined Authority acknowledges that there may be cases when the best value way of delivering a project in order to achieve its strategic objectives may have a BCR which is not as strong as the BCR of alternatives which do not align as clearly with the Authority's strategic objectives set out in key policies including the Local Transport Plan. Despite this, it is then for the Combined Authority Board to make a judgement on whether the achievement of those strategic objectives is worth the cost to the Combined Authority.

- The Combined Authority's Chief Finance Officer will ~~assess and either approve or reject~~ sign off all Value for Money statements undertaken whether in the form of a business case or an independent assessment. Decisions will be taken appropriate to scheme phase and greater scrutiny and emphasis on ~~High~~ VfM will be undertaken as schemes progress through the SOBC, OBC and FBC process, with greater scrutiny of FBC VfM.
- Business case publication is notified up to 3 months in advance within the Forward Plan, published on the Combined Authority website and then published as part of submission for decision approval at the Business Board and subsequent Combined Authority Board, before a decision to approve funding is made so that external comment is possible. Opinions expressed by the public and stakeholders are made available to relevant members or boards of either Business or Combined Authority Boards when decisions are being taken. The Forward Plan is formally approved at each monthly meeting of the Combined Authority Board and Business Board.

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## 5.9 Project Approval – Funding Agreement

5.9.15.8.2 For projects being delivered by an external organisation, funding agreements or formal legal contracts will need to be put in place before delivery commences. These agreements are important in setting out project monitoring and evaluation requirements, claims/invoice profile and setting out main tasks and responsibilities, including key conditions of the funding. This information is also recorded throughout the project lifecycle through a RACI chart. Agreements/contracts also set out the recovery and/or clawback arrangements in the event of non-compliance, mis-representation, underperformance, mismanagement and/or a failure to deliver an outcome. Any variations to these funding agreements/contracts must be signed off and approved by the Combined Authority.

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5.9.25.8.3 All Growth Fund schemes, and any other funds delegated to the Business Board, such as Getting Building Fund, will have a funding agreement that sets out the outputs that are required and the schedule of payments that are to be paid. These are examined at each point in the claim.

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5.9.35.8.4 Following approval of a Business Case it may be necessary to complete a range of statutory processes to ensure the project is ready to ~~start~~ continue to the next stage. For example, planning permission or a Compulsory Purchase ~~Orders~~ Order. National and local S106 requirements will be followed when gaining planning permission. It may also be necessary to satisfy a number of conditions agreed as part of the Business Case appraisal. Due diligence of



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such processes/conditions will then be carried out as required prior to the Combined Authority issuing a formal legal contract.





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## 5.6. DELIVERY PHASE

### 5.16.1 Release of Funding, Cost Control and Contract Management

- 6.1.1 Once a formal funding agreement/contract is in place the programme/project enters the delivery phase.
- 6.1.2 The Combined Authority's Section 73 Officer must certify that funding can be released under the appropriate conditions.
- 6.1.3 Funding claims submitted to the Combined Authority are checked against the approved project baseline information, which is included within the original funding agreement/contract. Payments will be released quarterly in arrears unless otherwise agreed.
- 6.1.4 A mechanism for 'claw-back' provision is to be included within the funding agreements/contract to ensure funding is only to be spent only on the specified scheme and linked to delivery of outputs and outcomes. Payment milestones are agreed between the project manager and the Combined Authority based upon the complexity, cost and timescales of the scheme. This forms part of the programme management role of the Combined Authority.

## 6.2 Performance Reporting

~~6.2.1 Projects funded by the Combined Authority (regardless of size) will incorporate the Monitoring and Evaluation Framework and will have a basic monitoring plan in place as part of the business case. Further information on this can be found in the 10 point guide on Project Management. (Appendix 4)~~

~~6.2.2.1~~ A monthly highlight report cycle has been created and embedded across the organisation. Projects which fall under the ~~Business Board and~~ Combined Authority Board are required to have monthly reports completed, updating on budget spend and performance against key milestones and outputs/outcomes. There is also a monthly highlight report which monitors spend against Local Growth Funding and Getting Building Funding.

~~6.2.3.2.2~~ Highlight reports also contain risk registers for each project, where project managers track and monitor key risks (and assign a named individual of appropriate seniority against each).

~~6.2.4.2.3~~ Using information from these monthly highlight reports, a monthly dashboard report is created, pulling together the key information from all projects across the Combined Authority Directorates. This information is scrutinised on a monthly basis by shared with Members of the Directors and the PMO team Corporate Management Team once a month.

~~6.2.5~~ Once a quarter, an exception report is created and includes information on the amber and red rated projects. This report is shared with Combined Authority Board Members, along with a Quarterly Performance Update Report is taken to the Combined Authority Board meeting and provides detail on how the Combined Authority is performing against the following key metrics and targets:

- Doubling GVA over the next 25 years
- 72,000 homes to be built by 2032
- 2,500 affordable homes to be built
- Jobs growth

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• Apprenticeships

• 6.2.4 ~~Good job within 30 minute commute of home~~ the Devolution Deal:

- Prosperity (measured by Gross Value Added or GVA)
- Housing

Jobs

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- 6.2.5 The Performance Report also details the RAG status of key projects, taken from the monthly highlight reports process.
- 6.2.6 ~~Growth fund and~~ In addition to this performance report, an exception report is created from the amber and red rated projects and shared with Combined Authority Board Members.
- 6.2.7 Project Managers are also required to complete monthly finance reports for each of their projects, which provides a detailed overview of the year-to-date actual spend, budget and a full year forecast. This links with the highlight report process, to ensure an accurate picture of project delivery is captured. The finance reports enable effective forward planning of expenditure, with future year budgets included which are discussed between Project Managers and Finance Managers and fed into the Budget Monitoring Reports which are a standing item at the Combined Authority Board. This report also allows costs to be split between spend to date and future spend forecasts, allowing baselining of costs.
- 6.2.8 Strategic funds investment update reports that cover Local Growth fund and Getting Building Fund are also submitted to every meeting of the Business Board and will be published on the Business Board section of the website.
- 6.2.7 ~~Aligning with the quarterly updates to Combined Authority Board, 'Critical Friend' clinic sessions are arranged by the PMO team, where project managers and Directors are invited along to review the status and performance of projects.~~
- 6.2.9 All funding agreements/contracts with external bodies will include reporting guidelines as specified in the Monitoring and Evaluation Framework.

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## 6.3 Risk Management

- 6.3.1 The Combined Authority has developed a risk management approach ~~for~~ corporate, portfolio, programme and project level as set out in the Risk Management Strategy published on the Combined Authority website. Within our strategy, with it manages risk identification, mitigation, escalation and reporting templates guidance.
- 6.3.2 It is important that the level of risk taken on any project and programme is understood from an early stage alongside the associated cost implications. Project managers are required to include risk as part of funding requests.
- 6.3.3 The corporate risk register which incorporates the risks will be reviewed monthly by the ~~Combined Authority Director team~~ Corporate Management Team and will be considered by the Audit and Governance Committee quarterly. ~~We corporate risk register and a project register, and a~~ The Combined Authority's risk strategy includes a hierarchy of risk registers: Project, Programme, Portfolio and Corporate, risks can be escalated up through these levels where required.
- 6.3.4 Senior Officers of the Combined Authority (Chief Executive and CPCA S73 Officer) are responsible for the identification and management of risk. ~~The Combined Authority has an Assurance Manager, to support this activity.~~



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- 6.3.5 At the project level, all projects are expected to outline, in detail, any identified risks during the business case development and due diligence processes. Once in delivery, ongoing risk registers are maintained and incorporated into the monthly highlight reports. Where applicable, external partners are also encouraged the Combined Authority's risk register template.

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## 6.4 Change requests and funding clawback

- 6.4.1 All early warnings and project change requests must be clearly documented, with evidence of approvals and notifications saved where applicable and recorded within the performance highlight reports.

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- ~~6.4.2 Project change request forms should be used when approval is higher than that of a Director and for changes which include the following:~~

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- 6.4.2 All project changes must receive written approval from the named Director responsible for the project, or the CPCA Project Board where one exists. The Director for Business and Skills has delegated authority to SROs, within this directorate. This is found within Appendix 1 of the Relationship between Risk and Change Control document.

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- 6.4.3 When a change request requires an increase in funds outside of the MTFP allocation, this change request will need to follow the appropriate Committee and or Board approval.

- 6.4.4 Approval will be required for:

- RAG rating change in the Highlight Report
- Changes of project scope
- ~~Changes to timescales (ie delay to completion date)~~
- ~~Amendments~~ Amendment to budget (within the MTFP allocation)
- ~~Variations to outputs delivered~~
- ~~Withdrawal of a project~~
- Agreed mitigation/action arising from RAG

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- ~~6.4.3~~ 6.4.5 Directors are responsible for agreeing change requests within delegation and promoting change requests outside their delegation. Where there is a project board on which the Director sits, the Project Board may also agree change requests within its delegations.

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- 6.4.6 ~~Clawback~~ In relation to funding controlled by the Business Board, any change requests should be taken to the Business Board for recommendation to Combined Authority Board.

- 6.4.7 Business Board recommendation will be required for:

- Changes of project scope (from original awarded scope)
- Changes to timescales (beyond a month to milestones)
- Amendment to budget (outside of the original funding award)
- Variations to outputs delivered (as agreed in Grant Funding Agreement)
- Withdrawal of a project



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6.4.8 Project change requests that do not constitute a material change can be approved by a Director or the Chief Officer to the Business Board.

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6.4.9 The tolerance thresholds that constitute a material change are defined in relation to spend targets, variance control and change control within individual projects and programmes. But generally, a 10% variance will be permitted in any one reporting period. More than 10% variance on spend and delivery targets will trigger a review by the Business Board. In respect of timeline of project milestones, a variation of up to one month is permissible if agreed by the Chief Officer to the Business Boards, in writing but beyond a month is considered a material change requiring Business Board recommendation for approval.

6.4.10 Funding clawback and recovery processes for under-performing projects need are is clearly addressed in the funding agreement/contract. Agreements

6.4.11 The Business Board is responsible for decisions around withholding, suspending and/or paying back of awarded funds. In some instances, as a result of project review and monitoring it will be determined that a project is not going to spend its Business Board funding allocation or there will be an issue with eligibility or relevance of spend against contract which requires a claw back of funds.

6.4.12 Funding agreements or contracts relating to financial awards granted through programmes offered by the Business Board, determine the circumstances under which funds might be withheld, suspended and/or clawed back. Project applicants agree to monitor the delivery of their projects, reporting back regularly, to ensure that the outputs and outcomes are being reviewed to make it clearer what the recovery action met and that the terms of the Agreement are complied with.

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will be.

6.4.13 The Business Board's role in recovering funding where there Board will undertake interim or post completion checks to confirm that the grant has been enoused as per the approved purposes and will investigate any projects in the event of non-compliance, misrepresentation or mis-representation, underperformance, mismanagement and/or a failure to deliver an output and/or outcome.

6.4.14 On request the applicant must provide the Business Board with such information, explanations and documents as may reasonably be required in order to facilitate monitoring and/or to establish the terms of their Agreement have been complied with.

6.4.15 No financial claim shall be paid unless and until the Business Board and/or the Combined Authority are satisfied that such payment is due under the terms of the project funding a Agreement. An applicant may be required to pay back all or part of the funding in the following circumstances:

- Cases involving breach of UK Subsidy law
- Failure to comply with the agreement or contract
- Cases involving fraud, prohibitive acts, illegal or unlawful activity or actions, dishonesty and/or negligence
- Misleading the Business Board/Combined Authority
- Undertaking activity which could affect reputation of the Business Board or Combined Authority
- Failure to make satisfactory progress, or failing to achieve an output and/or outcome
- Cases where the grant was used for purposes other than those intended (such as ineligible expenditure).

6.4.16 There may be instances where recovery or clawback is required against assets, The Business Board/Combined Authority may seek to recover funding against assets by legal process but in the first instance preferably through cooperation of the applicant/grant beneficiary on disposal assets to achieve repatriation of all or part of the original grant value. The Combined Authority reserves the right to pursue legal claims against grant applicants and grant beneficiaries under the terms of the grant agreement/contract and this includes any assets.

6.4.17 The Combined Authority in its capacity as the Accountable Body will:

- ensure that all decisions regarding public funds are made on merit having taken into account all the relevant information available at the time.
- compliance to EU state aid and UK subsidy rules in all cases where this may apply and to take legal advice where necessary, ensuring that all decisions are recorded and reported
- ensure that all funding agreements reflect the conditions that need to be placed on any grant and that these conditions are upheld

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- ensure that recovery and/or clawback is enforced where non-compliance, misrepresentation, underperformance or mismanagement or a failure to deliver has occurred and where this is appropriate but only when other options have been exhausted by the Business Board and Officers to enable delivery and the Board have agreed this cause of action, following detailed reports and legal advice
- to retain copies of all related documentation for Local Growth Funding and any other government funding delegated to the Business Board and to ensure that the Business Board is retaining the complete record
- ensure that this Assurance Framework and the National Assurance Framework as approved by Government is adhered to in relation to any Recovery or Clawback.
- maintain the official record of recovery and/or clawback proceedings and holding all related documents.
- review that the Business Board's decisions are lawful and that suitable legal advice has been obtained by the Business Board or Officers, also that the correct processes have been followed
- At its discretion undertake any of the clawback/recovery actions as outlined instead of the Business Board

## 6.5 Monitoring & Evaluation

6.5.1 The Combined Authority's Monitoring and Evaluation Framework sets out when and how programmes and projects are reported.

6.5.2 Project managers are responsible for identifying, at the initiation stage, what their project is to deliver. All projects must have a logic model created to detail this and more information can be found in the Monitoring & Evaluation Framework.

6.5.3 Evaluation plans are created when the project is nearing the construction/delivery phase and will be proportionate and in line with the latest government department guidance where relevant. For example, all transport schemes (over £5m) will follow Monitoring and Evaluation Guidance for Local Authority Major Schemes.

6.6.1. The Combined Authority will identify the projects that will be subject to a more detailed evaluation. The level of evaluation will depend on the following questions:

- A) Is the project funded through Investment funding (in the CPCAs' case the core agreement with central government to devolve £20m per year over 30 years) or Transforming Cities Funding. If so, it is subject to the agreed independent national evaluation framework.

6.4.5 B) Is the project funded through other streams and identified as being

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developed, 'key' in terms of the expected benefits to be achieved. If so, it is subject to a full independent evaluation commissioned by the CPCA.

C) Is the project identified as one where significant learning is available that would help to inform future policy making either locally or nationally. This will include projects that are innovative or considered 'pilots'.

- If so evaluation work in this case would be either be commissioned independently or carried out locally within the public sector.
  - D) Other projects not included above would be subject to minimal 'self-evaluation' based on submitted business cases. The funding partner may be responsible for this.
-

## 6.7. Measuring Success – Realising the Benefits

### 6.17.1 The Importance of Monitoring and Evaluation

7.1.1 The Combined Authority and the Business Board (LEP) is committed to implementing effective monitoring and evaluation so that it is able to:

- **Provide local accountability to the public** by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
- **Comply with external scrutiny requirements** ~~ie i.e.~~ to satisfy conditions of the Devolution Deal. Specifically, the Monitoring and Evaluation Framework will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.
- **Understand the effectiveness of policies or investments** and to justify reinvestment or modify or seek alternative policy. The Monitoring and Evaluation Framework provides a feedback loop for the Authority and relevant stakeholders. This includes performance measurement on the impact of outcomes from specific funding programmes which the Combined Authority is the Accountable Body, for example Local Growth Funds.
- **Develop an evidence base for input into future business cases** and for developing future funding submissions. The Monitoring and Evaluation Framework will collect, collate and analyse data which can be utilised for future work and especially in relation to economic impact of particular interventions creating 'benchmarks'.

7.1.2 The Combined Authority Monitoring and Evaluation Framework was initially prepared in relation to the Combined Authority's ~~devolution deal~~ Devolution Deal monitoring and evaluation requirements. However, the approach set out in the Framework will be utilised for all sources of funding within the Cambridgeshire and Peterborough Business Plan, accepting that some government departments will have slightly different requirements which will be met. The Framework builds on the National Evaluation Framework for devolution funds, prepared by SQW and agreed with devolution areas and government.

7.1.3 The Business Board ~~will be asked to co-adopt~~ has also adopted this Monitoring and Evaluation framework, as the Governments published guidance requires the Business Board to reference their monitoring and evaluation arrangements as well. This includes for example specific plans using the framework to deliver monitoring and evaluation work for key Business Board programmes.

7.1.4 The overall responsibility for monitoring and evaluation (the Monitoring and Evaluation framework) and execution of the activity associated with it is held at director level at the Combined Authority, within the post of Strategy & Assurance Director. Delivery and Strategy. The Combined Authority has agreed a contract with Cambridgeshire County Council (part of the wider Cambridgeshire Insight partnership) to provide an appropriate level of officer support on Monitoring and Evaluation, including local knowledge, expertise and supporting capacity. For Local Growth Fund programme it was agreed to utilise an additional contractor to undertake the evaluation work on the Local Growth Fund evaluation plan phase one.

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- 7.1.5 The Combined Authority's approach uses the Magenta Book definition of monitoring and evaluation and makes use of the wider guidance within this document as complementary guidance to the HM Treasury Green Book.
- 7.1.6 The Combined Authority major projects will have logic models.
- 7.1.7 Lessons learnt from evaluations will be reported to the Business Board and Combined Authority Board as appropriate.

## 7.2 Programme and Project Monitoring

- 7.2.1 Funding agreement/contracts set out the programme or project spend and output profile together with the monitoring arrangements (financial, benefits and risk).
- 7.2.2 Monthly highlight reports are completed by project managers on all live projects ~~and provide updates on the performance of projects.~~ These reports are reviewed by ~~directors at their monthly Director meetings and quarterly, during the 'Critical Friend' clinic sessions~~ members of the Corporate Management Team.
- 7.2.3 Project finances are reported as a standing item to relevant Executive Committees, and the Combined Authority Board, as part of the overall budget monitoring report.
- ~~7.2.3~~ 7.2.4 Any changes or variances to the spend profiles or key milestones will need to be reported by the Project Manager and approved by the Combined Authority. On approval a variation letter to the Funding Agreement/contract will be issued.

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## 7.3 Project Evaluation

- ~~7.3.1 The business case clearly defines those outputs which may be captured through routine monitoring.~~
- ~~7.3.2 The Monitoring and Evaluation framework sets out when and how programmes and projects are reported.~~
- ~~7.3.3 Evaluation forms are a requirement of the project closure process, and project managers are responsible for identifying at the inception stage what their project is to deliver. Detailed evaluation requirements are also a requirement of the project closure form.~~
- ~~7.3.4.6.1. Evaluation plans will be proportionate and in line with the latest government department guidance where relevant. For example, all transport schemes (over £5m) will follow Monitoring and Evaluation Guidance for Local Authority Major Schemes.~~
- ~~7.3.5 All monitoring and evaluation arrangements (which will form part of the final business case) and interim and final monitoring and evolution reports, will be published on the CP Combined Authority website.~~
- ~~7.3.6 The Combined Authority will identify the projects that will be subject to a more detailed evaluation. The level of evaluation will depend on the following:~~
- ~~• Project funded through growth funding (in the Combined Authority's case the core agreement with central government to devolve £20m per year over 30 years). Therefore, subject to the agreed national evaluation framework, independent evaluation led by SQW Ltd.~~
  - ~~• Projects funded through other streams and identified as being 'major' in terms of the relative size of the funding and/or the expected benefits to be achieved. Therefore, subject to full independent evaluation commissioned by the Combined Authority (an example would be evaluating the effectiveness of projects commissioned under the £100m affordable housing fund).~~
  - ~~• Project identified locally as one where significant learning could be available that would help to inform future policy making either locally or nationally. This will include projects that are~~

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~~innovative or considered 'pilots'~~ Evaluation work in this case would be either be  
commissioned independently or carried out locally by the Research Team for Cambridgeshire  
County Council.

7.3.7—Other projects not included above subject to proportionate '*self-evaluation*' based on submitted



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~~business cases.~~

### 7.47.3 Adult Education Budget Monitoring and Evaluation

~~7.4.17.3.1~~ The Adult Education Budget reporting will be included within the Combined Authority monitoring and evaluation submissions as required under the devolution agreement. The Combined Authority has already submitted our policies for adult education as part of the readiness conditions and they were published as part of the commissioning process. ~~They will continue to be updated and will be published more broadly during the academic year 2019/20.~~

~~7.4.27.3.2~~ The Combined Authority's Monitoring and Evaluation Framework (detailed above) will be used for the Adult Education Budget activity including the use of logic models. The first formal annual evaluation ~~will be~~ has been undertaken ~~after year 1 academic year 2019/20- delivery~~ and completed ~~by December 2020 in January 2021~~. It ~~will meet~~ meets the national requirements as set out in the National Assurance Framework, together with locally determined requirements so that it can be used to inform and shape the criteria for future funding awards.

~~7.4.37.3.3~~ The Combined Authority has agreed with the Education & Skills Funding Agency a formalised approach for Audit, Assurance, Fraud and Investigations for ~~2019/20. This agreement provides support for both parties in ensuring AEB service provision post devolution~~ the first year of devolved delivery in 2020/21, known as Year 1. The Combined Authority ~~will be responsible for auditing all training providers and colleges on the adult education budget funding stream in our region from April 2021, known as Year 2.~~

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## 7.8. Appendix 1 - Cambridgeshire and Peterborough Combined Authority and Business Board Joint Statement

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### Advisory and challenge function:

The Business Board is a non-statutory body which is the Local Enterprise Partnership for this area. It is independent of the Cambridgeshire & Peterborough Combined Authority (CPCA) operating as a private-public sector partnership, focusing on the key business sectors to provide strategic leadership and drive growth in the Cambridgeshire and Peterborough and wider Local Enterprise area.

The Business Board comprises a blend of industry leading experts from the private sector, alongside representatives from the public sector and education communities. It is chaired by a private sector representative and brings together some of the brightest entrepreneurial minds in our area.

The Chair is a voting member of the Cambridgeshire and Peterborough Combined Authority Board ensuring that the business view is at the centre of regional decision making.

The role of the Business Board as stated within its terms of reference is:

#### Strategy:

- (a) In collaboration with the Cambridgeshire and Peterborough Combined Authority, develop and deliver an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.
- (b) Set strategy and commission interventions to drive growth, jobs and private sector investment to deliver the strategy.

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#### Allocation of funds

- (c) Identify and develop investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.
- (d) ensure that bids for public funding made available by government for LEPs support economic growth.
- (e) ensure any decisions which are made in contravention of the process will be invalid.

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#### Co-ordination

- (f) Use its Business convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.



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- (g) ensure Business Board and Combined Authority policy and decisions receive the input and views of key business leaders and take account of the views of the wider business community
- (h) engage with local businesses to understand the needs of different sectors and markets

#### Advocacy

- (i) Collaborate with a wide-range of local partners to act as an informed and independent voice for business across their area.
- (j) engage business, opinion formers and policy makers at a national and international level in promoting economic growth in the region.

#### (Business Board constitution)

By bringing together the Business Board and the Combined Authority we combine the best of private sector expertise and public sector knowledge, transparency and accountability.

#### Alignment of decision-making across a clear geography:

The Mayoral Cambridgeshire and Peterborough Combined Authority was formally established on 2 March 2017 (with [the first](#) Mayoral election held in May 2017) to further the sustainable and inclusive growth of the economy of Cambridgeshire and Peterborough. Its geographical boundary covers seven constituent local authorities in the Cambridgeshire and Peterborough area.

The Business Board was established on 1<sup>st</sup> April 2018, taking over from the former Greater Cambridge Greater Peterborough Local Enterprise Partnership, to drive forward economic growth across its local area. The Business Board is now responsible for all former Local Enterprise Partnership projects and programmes. The Business Board currently covers 15 local authorities;

As part of a full regional governance review, the Department for Business Enterprise and Industry are considering proposals to align the Business Board boundaries with the Cambridgeshire and Peterborough Combined Authority to ensure close working and delivery of economic growth projects across Cambridgeshire and Peterborough.

The integrated officer structure ensures that the relationship between the Combined Authority and Business Board is strong and effective. All governance policies and procedures are aligned ensuring transparency and open and accountable decision making.

#### Accountability:

The accountable body for all Local Enterprise Partnership funding is the Cambridgeshire and Peterborough Combined Authority. It provides the accountable body role for the both Business Board, the multi LEP Agri-Tech programme and the Greater South East Local Energy Hub and employs the

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officers that support them. The Combined Authority will ensure the effective use of public money and



have responsibility for the proper administration of funding received and its expenditure, and must also review and approve the financial framework.

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The Combined Authority Board approves funding decisions upon the recommendation of the Business Board except where delegations have been approved. The BB S73 Officer signs off all funding decisions taken by the Business Board prior to their presentation to the Business Board.

### Efficiency and corporate identity:

The Combined Authority and Business Board operate under a single officer team. In order to ensure the independence of each Board, the senior management team has separate duties assigned to officers within that team. The senior management team is headed up by the joint Chief Executives.

The Combined Authority Board and Business Board are supported by a Chief Officer who is the Director for Business & Skills, and further supported by key statutory officers within the single team and through a dedicated S154S73 Officer (BB S73 Officer) and Monitoring Officer to provide an independent secretariat to each Board.

In addition to the above, the Boards also benefit from specialist support within the wider structure. This includes experienced Directors, Programmes Managers, Assurance Manager and others to ensure that the organisation is run in a proactive, impact driven and fully compliant manner.

The Combined Authority and the Business Board have their own branding and identity recognising that some work of the Business Board is separate from and extends beyond the Combined Authority.

### Overview and Scrutiny:

The role of the Cambridgeshire and Peterborough Combined Authority's Overview and Scrutiny Committee is primarily to scrutinise the work and decisions made by the Cambridgeshire and Peterborough Combined Authority. In so far as the business of the Business Board, the Overview and Scrutiny Committee may review or scrutinise any Combined Authority decision in its role as accountable body for the Business Board. The Combined Authority's Scrutiny Officer shall ensure this includes appropriate scrutiny of the Business Board decision making and achievements. To further strengthen internal scrutiny, an appointed member of Overview & Scrutiny Committee will shadow the work of the Business Board and this member will occupy the position of Overview & Scrutiny Lead Member. Any Business Board member may be asked to attend, or otherwise contribute to a meeting of the Combined Authority's Overview and Scrutiny Committee.

The Cambridgeshire and Peterborough Combined Authority's Audit and Governance Committee shall also oversee the audit and governance arrangements of the Business Board. To further strengthen internal scrutiny, an appointed member of Overview & Scrutiny will shadow work of the Business Board, this member will occupy the position of Lead Member.

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## 8.9. Appendix 2 – Summary of Scheme of Delegation for Business

## Board funding

The schemes of delegations are set out in the Business Board and Combined Authority Constitutions and summarised below:



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Function	Approved by	Recommendation by	Supported by
<b>Strategy</b>			
CPIER and the Mayor's growth ambition statement and associated thematic strategies	Combined Authority Board		Chief Executive, Monitoring Officer and <a href="#">CPCA S73 Officer</a>
Business Plan and the Medium-Term Financial Plan	Combined Authority Board	Overseen by Audit and Governance Committee	Chief Executive, Monitoring Officer and <a href="#">CPCA S73 Officer</a>
Business Board to lead on development and deliver an evidence-based Local Industrial Strategy	Combined Authority Board	Business Board	Chief Executive, Director of Business and Skills, Monitoring Officer and <a href="#">BB S73 Officer</a>
Digital Sector Strategy	Combined Authority Board	Business Board	Chief Executive, Directors, Monitoring Officer and <a href="#">CPCA S73 Officer</a> and <a href="#">BB S73 Officer</a>
OxCam Arc	Combined Authority Board	Business Board	Director of Business and Skills Monitoring Officer, <a href="#">CPCA S73 Officer</a> and <a href="#">BB S73 Officer</a>
Influencing the development of the other Combined Authority's strategies and policies	Combined Authority Board	Business Board	Chief Executive, Monitoring Officer and <a href="#">CPCA S73 Officer</a> and <a href="#">BB S73 Officer</a>
<b>Allocation of LEP funding</b>			
Budget approval	Combined Authority Board		Chief Executive, Monitoring Officer and <a href="#">CPCA S73 Officer</a>
Sign off all funding decisions relating to funding allocated to the Business Board and sub-committee expenditure	<a href="#">BB S73 Officer</a>		

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Business Board funded project approvals	Combined Authority Board as accountable body	Business Board review the Business Case for Business Board funded projects and make <a href="#">recommendations to the Combined Authority Board</a>	<a href="#">BB S73 Officer signs off all Business Board expenditure proposals</a>
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Function	Approved by	<del>Recommendations to the Combined Authority Board</del> Recommendation by	Supported by
Allocation of Small Grants between £2,000 and £20,000	Director of Business & Skill		Delegation subject to <a href="#">Section 73BB S73</a> Officer approval and report all approvals to the next schedule meeting of the Business Board. Decision recorded through the Officer Decision Notice process
Wisbech Access Strategy at key gateway stages to deliver the agreed Wisbech Access Strategy Package works	Head of Transport in consultation with the Chair of the Transport Committee  <a href="#">Section 73CPCA S73</a> Officer		Decision recorded through the Officer Decision Notice process
<a href="#">Eastern Agri-Tech Programme</a> (Multi-LEP Programme) to make decisions about applications for grant funding on behalf of both the CA/BB and NALEP (New Anglia Local Enterprise Partnership).	Eastern Agri-Tech Programme Board		Agri-Tech Project Officer, Director of Business and Skills, Monitoring Officer and <a href="#">BB S73</a> Officer
Energy Hub funding (Multi-LEP Programme) (a) to assume the Rural Community Energy Fund management role  (b) oversight of the Rural Community Energy Fund (RCEF) Funding Panel	Greater South East Energy Hub		Regional Energy Hub Manager, Director of Business and Skills, Monitoring Officer and <a href="#">CPCA S73</a> Officer

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Makes decisions on Energy Hub grant applications.	Community Energy Fund (RCEF) Funding		Regional Energy Hub Manager, Director of Business and Skills,
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Function	Approved by	<del>Recommendation</del> Recommendation by	Supported by
	Panel		Monitoring Officer and <a href="#">CPCA</a> S73 Officer
Strategic oversight and governance of the Enterprise Zones	Business Board		Director of Business and Skills, Monitoring Officer and <a href="#">BB</a> S73 Officer
Programme delivery of Enterprise Zone projects	Enterprise Zone Alconbury Weald Programme Board and Cambridge Compass Enterprise Zone Project Boards  <a href="#">BB</a> S73 Officer  Chief Executive	Director of Business and Skills	Individual Enterprise Zone Project Boards for each site, set-up at officer level and responsible for delivering the programmes and projects associated with the regeneration and development of each Enterprise Zone site.
<b>Governance</b>			
Accountable Body Business Board and the Greater South East Local Energy Hub	Combined Authority Board  <a href="#">BB</a> S73 Officer	Director of Business and Skills	
Assurance Framework	Joint approval by Combined Authority Board and Business Board	Monitoring Officer and <a href="#">CPCA</a> S73 Officer	Director of Business and Skills responsible for the delivery of Business Board functions within the assurance framework
Submission of Growth Deal <a href="#">and Getting Building Fund</a> monitoring <a href="#">report</a> reports to Government	<del>Combined Authority Board</del> Chief Executive <a href="#">BB</a> S73 Officer	Business Board <a href="#">where Board meeting timetable allows</a>	Director of Business and Skills  <del>S73 Officer</del>
Annual Delivery Plan	Business Board		Director of Business and Skills responsible for the delivery of annual delivery plan within agreed budgets

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Business Board Constitution and delegations to other bodies or Officers	Combined Authority Board	Business Board	Director of Business and Skills. Monitoring Officer and <a href="#">BB S73</a> Officer
Membership of the Business Board –	Board's appointments		Director of Business and Skills



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Function	Approved by	<del>Recommendati</del> <del>on</del> Recommendation by	Supported by
Private Sector members	panel		
Diversity Statement	Business Board		Director of Business and Skills
Contract Standing orders and financial <del>regulations</del> Regulations	Combined Authority Board		Monitoring Officer and <del>CPCA</del> S73 Officer
Urgent Decisions	Business Board urgency procedure and reported to next Meeting of Business Board		Director of Business and Skills Monitoring Officer and <del>BB</del> S73 Officer
Risk Management for Business Board Projects	Business Board		Director of Business and Skills Senior Information Risk Officer (SIRO) - The Monitoring Officer is the SIRO for Information Governance
Final accounts	<del>CPCA</del> S73 Officer and Audit and Governance Committee		
Annual Governance Statement	Mayor, the Business Board Chair and the Chief Executive	Audit and Governance Committee	
<del>Growth Company</del>	<del>Combined Authority Board</del>	<del>Business Board</del>	<del>Director of Business and Skills Monitoring Officer and S73 Officer</del>

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## 9.10. Appendix 3 – Governance Framework and Publication Checklist

	Chapter	<a href="#">Link to scheme</a> Key Documents	Documents that must be published under National Framework
1	Assurance framework		
		<a href="#">National Assurance Framework</a> National Assurance Framework	✓
		<a href="#">Cambridgeshire and Peterborough Assurance Framework</a>	✓
2	Strategic Documents		
		<a href="#">Cambridgeshire and Peterborough Devolution Deal</a> Peterborough Devolution Deal	✓
		<a href="#">Cambridgeshire and Peterborough Independent Economic Review</a>	✓
		<a href="#">Local Industrial Strategy</a> Local Industrial Strategy	✓
2.1		<a href="#">Mayor's growth ambition</a> Mayor's growth ambition statement	✓
2.2		<a href="#">Cambridgeshire and Peterborough Business Plan 2019-2020</a>	✓
2.3		<a href="#">Combined Authority Medium-Term Financial Plan 2019-2023</a> Term Financial Plan 2019-2023	✓
3	Accountability and Transparent Decision making		
3.2	Combined Authority	<a href="#">Constitution of the Mayoral Combined Authority</a>	✓
		<a href="#">Combined Authority Members</a> Combined Authority Members	✓

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3.3	Business Board	<u>Constitution of the Business Board</u>	✓
		<u>Business Board Members</u>	✓
		Cambridgeshire and Peterborough Combined Authority and Business Board Joint Statement ( <b>See Appendix 1</b> )	✓
		<u>Eastern Agri-Tech Growth</u>	✓

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		<u>Initiative &amp; Agri-Tech Programme</u> <u>Initiative &amp; Agri-Tech Programme</u> <u>Board</u>	
		<u>Eastern Agri-Tech Growth</u> <u>Initiative Guidance Notes</u> <u>and Initiative Guidance Notes and</u> <u>Pre-Qualification Questionnaire</u>	✓
		<u>Enterprise Zones</u> <u>Alconbury Weald Enterprise Zones</u> <u>Alconbury Weald and</u> <u>CambridgeCambridge Compass</u> <u>Enterprise Zones</u>	✓
		<u>Greater South East Energy Hub &amp;</u> <u>Energy Hub Board</u> <u>Greater South East</u> <u>Energy Hub &amp;</u> <u>Energy Hub Board</u>	✓
		RCEF guidance notes and Expression of Interest form (to be published)	✓
3.4		<u>Officer Decision Notices</u> <u>Officer</u> <u>Decision Notices</u>	
3.6	Statutory Committees		
	Overview & Scrutiny Committee	<u>Terms of reference</u> <u>(Constitution)</u> <u>Terms of reference</u> <u>(Constitution)</u>	
	Audit & Governance Committee	<u>Terms of reference</u> <u>(Constitution)</u> <u>Terms of reference</u> <u>(Constitution)</u>	
		Audit Reports 2019 — <u>Business Board</u> - <u>Internal Audit annual internal</u> <u>Audit letter</u> <u>Business Board</u> - <u>Internal Audit annual</u> <u>internal Audit letter</u>	✓
3.7	Data Protection	<u>Data Protection Policy</u> <u>Data</u> <u>Protection Policy</u>	✓
4	<b>Accountability and Transparency – Supporting Policies and Procedures</b>		
		<u>Combined Authority Agendas and</u> <u>Combined Authority Agendas and</u> <u>minutes</u>	✓
		<u>Business Board Agendas and</u> <u>Business Board Agendas and</u> <u>minutes</u>	✓
		<u>Annual report and delivery</u> <u>plan</u> <u>Annual report and delivery plan</u>	✓

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4.2	Financial information	<u>Annual accounts, external audit letter and annual governance statement 2017/18</u> <u>Annual accounts, external audit letter and annual governance statement 2017/18</u>	✓
		<u>Quarterly return to BEIS on Growth Fund projects, spend and performance</u> <u>Quarterly return to BEIS on Growth Fund projects, spend and performance</u>	✓
		<u>Funding programme with description of the scheme, promoter and funding award</u> <u>Funding programme with description of the scheme, promoter and funding award</u>	✓
4.3	Remuneration and Expenses	<u>Interim Business Board Expenses</u> <u>Interim Business Board Expenses Scheme</u>	✓
		<u>Allowances and Expenses paid</u> <u>Allowances and Expenses paid 2018/19</u> <u>2018/19</u>	✓
		Salaries of senior officers earning more than £50,000 (published annually); together with the numbers of staff who earn over	

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		£50,000, in bands	
4.4	Freedom of Information	<a href="#">CACP Freedom of Information</a> <a href="#">Freedom of Information Policy</a> , publication scheme and published FOI requests and responses	✓
4.5	Conflicts of Interest	<a href="#">Code of Conduct for Business</a> <a href="#">Board Members</a> <a href="#">Code of Conduct for staff</a>	✓
		Declarations of Interest forms	✓
		<a href="#">Register of interest for Chief</a> <a href="#">Register of interest for Chief</a> Executives	✓
4.6	Gifts and Hospitality	<a href="#">The register of gifts and</a> <a href="#">hospitalsity</a> , declared by Business Board	✓
4.7	Complaints and Whistleblowing	<a href="#">CACP Complaints Policy</a> <a href="#">CACP Complaints Policy</a>	✓
		<a href="#">CACP Whistleblowing Policy</a> <a href="#">CACP Whistleblowing Policy</a>	✓
		<a href="#">CA Business Board Complaints</a> <a href="#">CA Business Board Complaints</a> Policy	✓
		<a href="#">CA Business Board</a> <a href="#">Whistleblowing</a> <a href="#">Policy</a> CA Business Board Whistleblowing Policy	✓
		<a href="#">CA Business Board</a> Confidential reporting of <a href="#">CA Business</a> <a href="#">Board complaints</a> <a href="#">Confidential reporting of</a> <a href="#">complaints</a>	✓
		<a href="#">Making a complaint</a> Making a complaint	✓
		<a href="#">Fraud and Corruption Policy</a> Fraud and Corruption Policy	
4.8	Diversity Statement	<a href="#">CA Business Board Diversity</a> <a href="#">CA Business Board Diversity</a> Statement	✓
4.9	Government Branding	Guidance for signage, social media, press notices and other marketing materials for every Government funded project (to be published)	
5	Robust Decision making		

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5.3	Expressions of Interest/Open Calls	Local Growth Fund, expressions of interest under the Growth Prospectus	✓
5.5	Business Cases	10-point guide on Project Management – See Appendix 3	✓
5.7	Ensuring Value for Money	<u>Monitoring and Evaluation Framework</u>	
6	<b>Delivery Phase</b>		
		Growth fund and investment update reports	✓
		Risk Management	

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## 10. Appendix 4 – 10 Point Guide to Project Management

### Ten-point guide to CPCA project management

#### **Overview and user guidance**

A 10-point guidance document has now been produced by the PMO, to help answer the most important questions on the successful delivery on our projects.

In the points below, we can have attempted to capture the key issues and questions you may have. For any further questions, please speak to the PMO Programme Manager.

This document will be updated quarterly. Please therefore ensure you check back to this guidance regularly.

Version 1.1

#### Version control

Version	Date	Description of change
1.0	25.03.19	Document finalised and circulated
1.1	20.05.19	Link to project initiation document, 'approving a project' and approval flow chart updated



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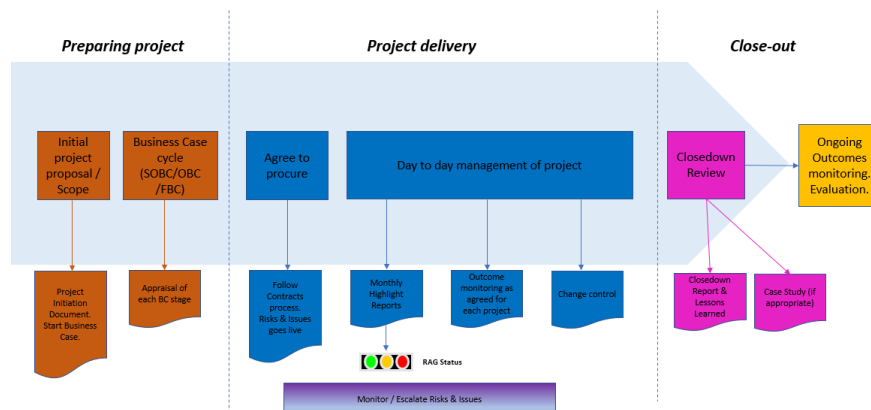
## 1) What is a project and how do I initiate one?

The Combined Authority defines a project as the following:-

- A unique venture established for a fixed term, with defined start and end dates (transient) and set outcomes/outputs;
- Capital expenditure to deliver a specific outcome;
- Feasibility studies (revenue or capitalised);
- Revenue funded service activities identified by Directors as requiring entry in the Project Management process (due to importance or scale);
- Projects need to have Board or delegated approval, and provision in the Medium Term Financial Plan (MTFP).

Projects can be managed together as Programmes (for example Agri-tech Grant Fund) and will also include legacy programmes / activities from The Business Board. Projects, however, will not include day to day corporate activity (for example, setting the creation of HR policies).

### GPCA Project Management Process:





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#### Preparing a project:

The first step for establishing a project is for the Project Initiation Document (PID) to be completed by the named project/programme Manager. The purpose of this document is for directors to confirm whether the project should go onto the business case stage or not.

PIDs are an internal management document designed to capture key information on budget, timetables and objectives of the project:

**[Click here for Project Initiation document – PID](#)**

It is also during the PID stage where the project gantt chart should be created. This is the basis for monitoring key project milestones and critical dependencies within a delivery timescale. It is expected that Project Managers will monitor and update Gantt charts throughout the full project life cycle.

**[Click here for Gantt chart template](#)**

Project managers need to inform the Programme Management Office (PMO) if they have been asked to create a PID, so the project idea/concept can be recorded on the Single Project Register (SPR). The SPR is a live document managed by the PMO and created to record all CPCA projects and project ideas.

Once created by the named project manager, the PID requires approval from the Combined Authority Directors, usually through the weekly director meetings. It is important that approvals of PIDs through these meetings are minuted, and that outcomes of the agreement or modifications that may be required are communicated to the project manager.

It is the responsibility of the accountable Director to present the project idea/concept and provide an overview of the strategic case, so please ensure your PIDs are shared and approved by the named Director in adequate time.

To get your PID added into the weekly Director meetings, please speak to a member of the PMO. PMO will track the approvals of new projects and will be on hand to offer any support with writing reports.

**To note: PIDs are only the initial stage of approval and the project concept should be developed into a business case before final sign-off. The PID is an internal management document and should not go to Board/CEO for approval.**

**Project managers will be expected to liaise with Finance for assistance in identifying a suitable a budget line before the PID goes in front of CPCA Directors for approval.**

#### Business Case approval:

Once the PID has been approved by Directors, the project concept should then be developed into a Business Case. This is the required route in getting funding approved for the project concept:



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[Click here for CPCA Business Case](#)

Business cases need to include key information on project delivery, project plans and monitoring & evaluation. The Combined Authority has adopted HM Treasury's Five Case Model, and business cases need to be prepared according to the following elements:

Five Cases	Detail
Strategic Case	The strategic case sets out the rationale for the proposal, it makes the case for change at a strategic level. It should set out the background to the proposal and explain the objective that is to be achieved.
Economic Case	The economic case is the essential core of the business case and should be prepared according to Treasury's Green Book guidance. This section of the business case assesses the economic costs and benefits of the proposal to society as a whole, and spans the entire period covered by the proposal.
Commercial Case	The commercial case is concerned with issues of commercial feasibility and sets out to answer the question "can the proposed solution be effectively delivered through a workable commercial deal or deals?" The first question, therefore, is what procurement does the proposal require, is it crucial to delivery and what is the procurement strategy?
Financial Case	The financial case is concerned with issues of affordability, and sources of budget funding. It covers the lifespan of the scheme and all attributable costs. The case needs to demonstrate that funding has been secured and that it falls within appropriate spending and settlement limits.
Management Case	The management case is concerned with the deliverability of the proposal and is sometimes referred to as programme management or project management case. The management case must clearly set out management responsibilities, governance and reporting arrangements, if it does not then the business case is not yet complete. The Senior Responsible Owner should be identified.

The CPCA Business Case template deliberately uses the PID template and poses additional questions which require more detail. This is to enable project managers to revise the information from the PID.

At this stage, business cases should also be linked to a budget line within the MTFP and this includes securing the Chief Finance Officer's (CFO) agreement to the proposed budget for the project. Again, please speak to a member of the Finance team for more clarity on this.

Please ensure that Assurance Framework requirements are built into business cases, such as the Value for Money statement. The CPCA Local Assurance Framework is currently under review, so please seek advice from the Compliance Manager for more information in the interim.

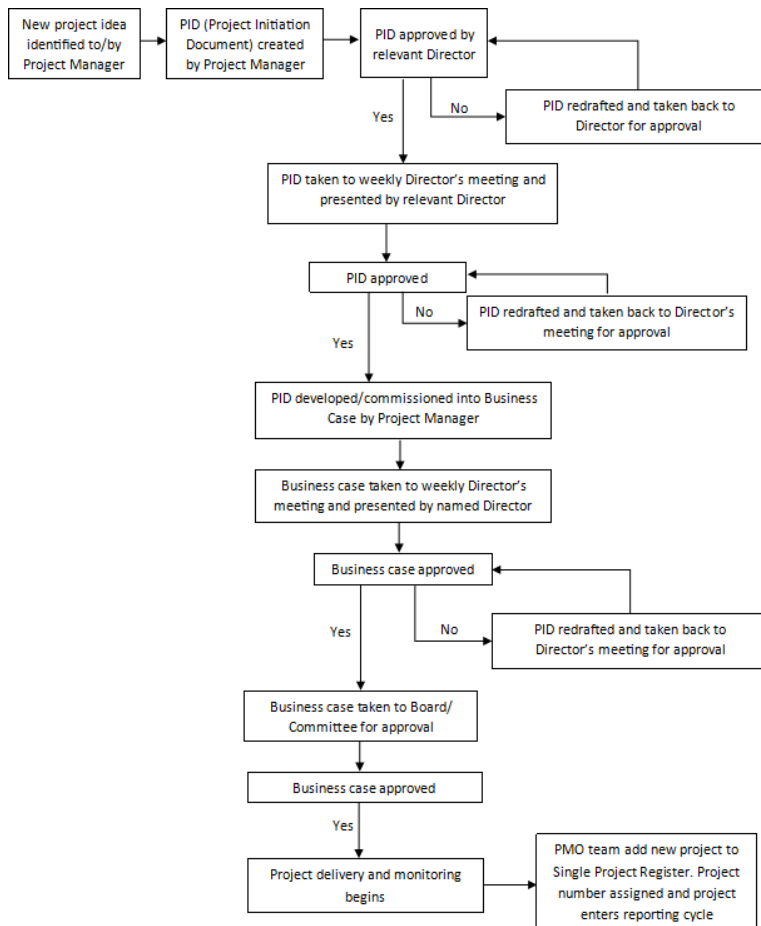
**Approving the business case:**

After project manager have created the business case, this will need to go to the relevant director for sign off and then to the weekly Director meetings for approval. Again, please speak to the PMO for getting your Business Case added to a Directors' meeting agenda.

This business case may then require Board (and in some cases, Committee) approval for final sign-off so please see section 2) for more information.



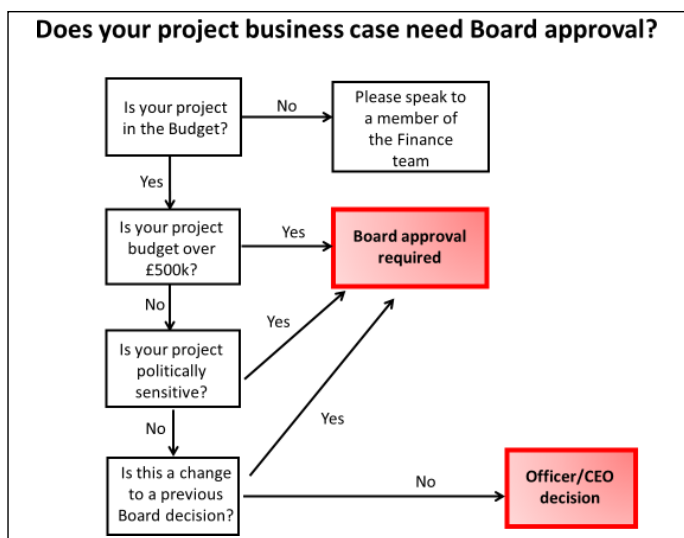
Full approval flow-chart



## 2) Does approval of my project need to go to Board?

Once directors have signed off the Business Case at their weekly meetings, it will then require final approval to commence to project delivery. This may be via the monthly Committee and Board cycle or through the Combined Authority Chief Executive. The Scheme of Delegations will set out who can agree different budget amounts, which will affect how your project can be approved. For example, all projects with a budget line over £500,000 (above CEO/CPCA Officer delegation) require Board approval. Finance can also help advise on the scheme of delegations.

The following flow-chart will help identify what level of approval is required for your project, but please speak to PMO and Finance for assistance before making a final decision:



The Combined Authority Board does not manage changes, milestones or risks to a project, as these responsibilities lie with the Senior Responsible Officer, project board (where there is one) and Project Manager (see section 6) for more information). The Board is responsible for approving new business cases outside of CEO Delegation or where required and setting budgets. Further information can be found in section 3) below.



#### Approval via an ODN:

For new business cases which can be approved by Combined Authority Director or the Chief Executive Officer, an Officer Decision Notice (ODN) must be completed and saved down in the relevant folder on SharePoint. Please refer to the ODN-Guidance folder for more information, and speak to Susan Hall to ensure this approval is recorded in the ODN register.

#### A project is established:

Once the business case and budget have been fully approved, the concept becomes a project. From this point monitoring and project management commences and monthly reporting is required through highlight reports, with updates provided on performance and spend. The PMO will also assign your project an individual project number.

If a project is being delivered by an external organisation a Service Level Agreement, grant agreement or contract for works will need to be put in place before delivery commences. This is all part of establishing a project framework and will set out key information including the claims/invoices draw-down profile, project closure requirements, clawback clauses and other conditions of the funding. Project managers will be expected to liaise with Finance and the Legal Team, to create and submit the agreement/contract at the start of the project. This must be completed in adequate time before the first claims are submitted, as no claims can be paid without the agreement/contract signed off by the external party, and Combined Authority.

Please ensure the final signed version of the agreement/contract is saved in an adequate place on SharePoint.

### 3) What is my role in managing my project?

All live projects must have an agreed CPCA 'client side' Project Manager and Director. For projects being delivered by another organisation, there will also be an external project manager, but the CPCA project manager will be ultimately responsible for creating the initial PID and ensuring appropriate monitoring takes place and updates are provided to the Combined Authority.

**Project/Programme Manager** is responsible for developing the PID and for ensuring the overall outputs and/or outcomes are delivered within timescales and budget. As part of this process, Project/programme managers will manage the day-to-day running of the project; identify and report any changes; identify risks; ensure the project is compliant with the CPCA's processes and guidance; and manage the closedown. Project/programme managers are also required to produce highlight reports.



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Project managers are identified in respect of individual projects, whereas programme managers are responsible for overseeing programmes with multiple projects. The programme manager may be responsible for all projects within the programme or there may be other named project managers. Where monitoring is required at programme level, the programme manager will be required to provide a monthly highlight report for the programme, obtaining updates from individual project managers if necessary.

The Project Management Office (PMO) is responsible for the single project register; creating the key documentation and setting up processes.

The Senior Responsible Officer (SRO) will usually be the relevant CPCA Director. The SRO is accountable for overall project direction; proposing the PID and business case to all directors for approval; reviewing risks; agreeing change requests within delegation; promoting change requests not delegated to Director level; ensuring processes are embedded across all directorates and informing the PMO team of any gaps or necessary improvements.

A project may also be run with a Project Board as part of its governance structure. The SRO should be a member of the Project Board. In this instance, the project board takes decisions about RAG ratings and change requests, within delegation.

CPCA Director Team is responsible for the strategic fit and interdependencies; agreeing new projects to go to CPCA Board in line with MTFP; the corporate overview of Red and Amber rated projects and proposing major change requests to CPCA Board.

CPCA Board sets strategic direction; is responsible for setting the MTFP; approving and signing off new project business cases where applicable; reviewing the corporate dashboard; approving major changes and reviewing red and amber rated projects on a quarterly basis. CPCA Board is not responsible for change control or risk management.

#### **4) What documents are needed and where are these saved?**

The PMO has created a standard filing structure within SharePoint so there is consistency across all directorates. This needs to be embedded across the organisation by the PMO and directorates working together, but project managers are ultimately responsible for ensuring these folders are correctly populated in readiness for any audits or monitoring requirements.

**[Click here for the SharePoint filing structure](#)**

Project folders are to be set up on SharePoint, under the 'Portfolio Workstreams' folders. It is the responsibility of project managers to set up clear standardised folders under the individual directorate folders, and this needs to be clear and transparent and easy to locate documentation for audit purposes.



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#### Assurance Exercise:

A review of all existing projects is also to be undertaken and is essential in ensuring existing and completed projects have clear documentation of approvals and expected outcomes.

The PMO has created a checklist of key documentation which will help with this exercise. It is mandatory that project managers revisit their existing projects and ensure all documents are saved down to the appropriate file. The PMO will provide support to this exercise as necessary.

[Click here for the Project Assurance Checklist](#)

### 5) How do I define the RAG rating for my project?

Please refer to the **CPCA RAG Definitions** guidance.

The standardised RAG definitions above will assist project managers with allocating a RAG status to their projects. This will be incorporated into all project highlight reports and the corporate risk register.

Any changes to a project RAG status must be signed off by the SRO or Project Board and must be clearly explained in the project highlight reports.

### 6) Change Control

All project changes must be clearly documented, with evidence of approvals and notifications saved where applicable and recorded within the highlight reports and gantt charts.

Where approved by director, a copy of the email chain should be saved down on SharePoint. For changes requiring approval higher than a director, the change request form should be completed:

[Click here for the Project Change Request](#)

Project Change Requests forms will be included for changes such as:

- ◆ Changes to timescales (i.e. delay to completion date)
- ◆ Amendments to budget
- ◆ Variations to outputs delivered
- ◆ Withdrawal of project
- ◆ Agreed mitigation/action arising from RAG monitoring.

Directors are responsible for agreeing change requests within delegation and promoting change requests outside their delegation. Where there is a project board on which the director sits, the Project Board also agree change requests within delegations.

Clawback and recovery processes for projects need to be addressed in the funding agreement/contract.

## **7) Project budget and procurement**

In its business plan and MTFP, the Combined Authority Board will have set the broad budget streams for activity it wants to pursue.

If your project is not within the current MTFP, please speak to Finance.

All projects should have specific milestones or stages set out within the business case relating to the release of budget. Project managers will be expected to liaise with the Finance team during completion and submission of the PID and project business case.

Once your project business case has received final approval (through CPCA Board or Chief Executive), you will need to inform a member of Finance. This is in order to be allocated a cost-centre code, which must be attributed to further costs associated with your project.

The project budget should be monitored and updated regularly throughout the project — this is the responsibility of project managers, who should also be mindful of the CPCA's accounting periods, annual budget setting processes and end of year requirements.

For externally delivered works, it is important that claims are submitted on time, according to the claims/invoices profile within the grant agreement/contract for works.

For further information, please seek help from a member of the Finance team.

### **Contracting/procuring:**

The Combined Authority constitution sets out our procurement processes and the following flow-chart shows the different stages. Before project managers commit to spending any money, you will need ensure you have procured properly. Please speak to the Procurement lead for CPCA, for more information.

**[Click here for the Contracts/procurement flow chart](#)**

### **Claims:**

In some cases, an external partner will be managing a project on behalf of the Combined Authority and will therefore need to submit claims or invoices for repayments. The process for submitting claims and invoices needs to be set out in the contract/agreement, with an agreed draw down schedule attached as an annex. Project managers will be the first point of contact for external organisations delivering activities on behalf of the Authority, so will need to review claims for accuracy, ensuring claimed amounts are in line with agreed schedules and supporting evidence is provided to support the amount claimed. Project managers will also need to confirm that activity has taken place with their projects in line with agreed business cases.

**It is the responsibility of project managers to ensure payments are up to date and that external parties are submitting their claims in line with the agreed draw down schedule.**



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A specific process for submitting claims is being created by Finance, which will give project managers and external partners the information required for submitting claims and invoices for payment (i.e. what level of evidence is required and whether this has been specified in the contract, so external parties are aware of what is expected). Please speak to a member of the Finance Team for more information, and for a copy of the relevant claim form.

### **8) How do I monitor and record progress on my project?**

The monthly highlight report cycle has already been introduced into the CPCA Project Management process and this is to be continued. Highlight reports for all live projects are due on the final working day of each month and an updated template is sent out by the PMO when required.

**[Click here for the latest highlight report template](#)**

For externally delivered projects, monitoring forms should be sent out to external parties and will enable both parties to track outputs and monitoring information. Expectations of how often these forms are to be submitted must be built into the funding agreement/contracts that are established before delivery commences.

**[Click here for the CPCA monitoring form](#)**

Work is also progressing on the CPCA's Monitoring and Evaluation Framework, embedding all the work that directorates have been involved with. This will help ensure outcomes are properly defined and quantified, and that progress towards them is monitored, which will be incorporated into the monthly highlight reports by the PMO. More information will be provided on monitoring and evaluation in due course.

### **9) How are projects evaluated?**

It is important that where possible, projects are adequately evaluated to enable the Combined Authority to demonstrate value for money. Monitoring & evaluation plans need to be built in from the start of a project concept and agreed as part of the business case. It can sometimes be appropriate that a project does not require evaluation (for example, a study).

The Combined Authority's Monitoring & Evaluation Framework sets out our approach and projects must comply with it:

**[Click here for the Monitoring and Evaluation Framework](#)**

There are three main stages where evaluation processes are required:

- 1) At the beginning of the project, when the PID is created. Project managers should clearly define what outputs and outcomes will be achieved and approximately by when. This is to clearly identify the evaluable outcomes the project is aiming to achieve at the outset.



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2) During the development of business cases to establish a baseline, even if it is a 'do nothing' scenario. This will enable project managers to monitor progress and identify if the project is still on track to deliver the outputs and outcomes stipulated in the PID.

3) Post completion. This will be to ensure the success of the project can be monitored and outputs and outcomes reported. It may be necessary to put processes in place which will evaluate major projects at more than one stage:

- immediately post completion to report on completed outputs
- at a later stage (potentially 3-5 years) to evaluate longer term outcomes and impacts.

Monitoring and evaluation is a charge on the project budget unless, under the Monitoring and Evaluation Framework, alternative arrangements have been agreed (for example the nationally-mandated evaluation of gainshare-funded projects). The cost should be proportionate to the scale of the project.

In addition, an evaluation form has also been created to record how successful the project was, and any immediate lessons learnt at the time of closure:

[Click here for the CPCA evaluation form](#)

### **10) How do I close-down my project after completion?**

Project managers are responsible for identifying when their project has reached practical completion and if all outputs have been achieved, in accordance with the original agreement. If the project has officially completed, but there are still claims to be submitted or processed, project managers should continue with the project closedown process set out below. This will remove the project from the Project Management System, but it will remain on the financial system until all claims are paid.

Within a reasonable time after the project has ended, project managers will also be expected to demonstrate the following closure process, to demonstrate that:

- All funding has been spent appropriately in line with the projected financial profile
- There are no outstanding risks or actions
- Performance against all relevant outputs and milestones has been documented.

#### **Closure process:**

- All paperwork including certificates (if applicable), the final contract claim and the evaluation information, should be stored in a central repository on SharePoint, in accordance to the

~~project assurance checklist (see section 4) for more information). Without the appropriate paperwork, the project cannot be formally closed down.~~

- ~~Project closure forms are recommended and best practice. This shouldn't be an onerous process but should provide an overview of how the project delivered and will allow comparisons with the original business case.~~
- ~~Evidence in the form of site visits and photographs to be saved on SharePoint, for future communication requirements and evidence of what the project has delivered i.e. Audit.~~
- ~~Project managers will be expected to arrange and participate in a closure meeting with consultants/3<sup>rd</sup> parties, to ensure any loose ends are tied up and the lessons learned have been captured. Evidence of this to be saved accordingly.~~
- ~~Future monitoring and evaluation process to be arranged. A forward schedule of future evaluations will be monitored and the PMO will provide updates to Directors on a regular basis.~~
- ~~Project managers will be required to submit a final highlight report, to formally mark the project as complete and show progress at 100% (current RAG status).~~

Previous Status	Green	Current Status (& direction of travel)	Complete
Overview and short narrative on project status			
% Time complete	100%	Final Completion Date	Dec-18

- ~~Confirmation of the following must be saved down onto SharePoint:~~

- ~~Director approval of project completion (once the above stages have been completed);~~

• ~~Project Manager confirmation to Finance that all invoices/claims are paid, and the position against overall budget.~~

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