



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

COMBINED AUTHORITY BOARD

Date: Wednesday, 27 July 2022

Democratic Services

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

10:00 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

**Civic Suite, Pathfinder House, St Mary's Street, Huntingdon
PE29 3TN
[Venue Address]**

AGENDA

Open to Public and Press

Part 1 - Governance items

1.1 Announcements, Apologies for Absence and Declarations of Interest

1.2 Minutes and Action Log

1. Minutes of the Extraordinary meeting of the Combined Authority Board 20 May 2022 (public) - To follow
2. Minutes of the Combined Authority Annual Meeting 8 June 2022 - To follow

Once published, the minutes will be available to view at the bottom of the webpage under the 'Additional Meeting Documents' heading.

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COVID-19

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

The Combined Authority Board comprises the following members:

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

Mayor Dr Nik Johnson

Professor Andy Neely

Councillor Anna Bailey

Councillor Chris Boden

Councillor Sarah Conboy

Councillor Wayne Fitzgerald

Councillor Lewis Herbert

Councillor Lucy Nethsingha

Councillor Bridget Smith

Councillor Edna Murphy (Non-voting Member)

Darryl Preston (Non-voting Member)

Jan Thomas (Non-voting Member)

Clerk Name:	Richenda Greenhill
Clerk Telephone:	01223 699171
Clerk Email:	Richenda.Greenhill@cambridgeshire.gov.uk



Combined Authority Board – Minutes Action Log

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

Minute	Report title	Lead officer	Action	Response	Status
		Jon Alsop	The CFO to feed in the Board's request for a root cause analysis of the causes of slippage on two or three large capital projects to the team carrying out a planned Internal Audit review of the capital programme. The suggestion of a joint piece of work with the County Council on capital project slippage would also be passed on to the Internal Audit team.	Internal Audit have been tasked to progress this.	Open

Minute	Report title	Lead officer	Action	Response	Status
		Jon Alsop/ Fliss Miller	Requested that the Chatteris Skills Centre project should be reviewed and learning reported back to the Board.	The Chatteris Skills Centre building was completed to time and on budget ready for a September 2022 intake of students. Report being taken to the CA Board on 27 July 2022.	Closed
		Roger Thompson	Officers to review the approach to the Green Homes initiative adopted by West Midlands Combined Authority and share any learning with the Board.	Work is on-going with BEIS to look at improvements to the net zero hub. The LAD2 scheme is delivered by the Midland Net Zero Hub, with Nottingham City Council as Accountable Body. The LAD2 funding has been devolved to Local Authorities for self-delivery. No LAD2 funding has been delivered via the West Midlands Combined Authority (WMCA). The WMCA do have retrofit initiatives, via the Energy Capital they are planning neighbourhood demonstrators these are not yet in delivery. They are also funding Level 4 awards in domestic energy retrofit assessment and Level 5 diploma in retrofit coordination and risk management. WMCA successfully bid for £2.86m of Sustainable Warmth funding as part of the Midlands Energy Hub consortia and £7.5million of social housing decarbonisation funding.	Closed
167.	2022-23 Financial Strategies	Alan Downton	Officers were asked to produce a table for schemes managed by the Business Board and how these were meeting the CPCA's growth ambitions, for example number of apprenticeships and new jobs created/ business start-ups etc.		

Minute	Report title	Lead officer	Action	Response	Status
170. & 195.	CPCA Office Accommodation	Gordon Mitchell/ Karen Grave	A Member's request for an organogram of the CPCA annotated to show leavers, staff vacancies and interim appointments was noted. The former Chief Executive undertook to follow this up. This request was repeated at the CA Board annual meeting on 8 June 2022.	Board members have been sent the updated charts and leaver/ recruitment information.	Closed
173.	Transforming Cities Fund	Steve Cox/ Tim Bellamy	The former Head of Transport suggested a report be brought to the next Board meeting setting out potential schemes that could be delivered quickly.	A report on the Transforming Cities Fun will be taken to the CA Board on 31 August 2022.	Closed
176.	Demand Responsive Transport	Steve Cox/ Tim Bellamy/ Oliver Howarth	The next report on DRT to include cost per journey information and whether it is driving modal shift.		
192. and 193.	Appointment of the Overview and Scrutiny Committee 2022/23 Appointment of the Audit and Governance Committee 2022/23	Edwina Adefehinti	Officers were asked to raise the exclusion of Independent members from political proportionality calculations relating to committee memberships with DLUHC.		
196.	Engagement with DLUHC	Jon Alsop	To confirm the authorship of Appendix 3.	The report author was Paul Raynes, Director of Delivery and Strategy.	Closed

Minute	Report title	Lead officer	Action	Response	Status
		Karen Grave	To provide a note on the likely cost of employment related claims and current vacancy levels within the CPCA.		
201.	Multiply Local Investment Plan	Fliss Miller	To advise on whether serving prisoners would be eligible to receive this targeted support.	Multiply can provide numeracy courses aimed at prisoners, those recently released from prison or on temporary licence. This has been included in the Investment plan.	Closed
206.	Annual Report and Business Plan 2022/23	Paul Raynes/ Nathan Bunting	To update the section relating to the Bus Service Improvement Plan ahead of publication.	Completed.	Closed
208.	Audit and Governance Committee Annual Report 2021/22	Jodie Townsend	To confirm whether the Constitution has been updated to reflect learning in relation to the process for referring matters to A&G for consideration.	The Constitution has not been updated as described. A review programme for a potential rewrite of the Constitution to produce a consistent, clear and modern document is currently being considered.	Open
		Gordon Mitchell	The Interim CEX to be asked to look at A&G's capacity to deliver its workload in the coming year and to provide assurance to the Board.		
209.	Overview and Scrutiny Committee Annual Report 2021/22	Jodie Townsend	A Member suggested more engagement with O&S from Lead Members. The Deputy Monitoring Officer undertook to share this comment with O&S.	This issue has been raised with the Chair of O&S.	Closed
211.	Local Highways Maintenance Grant Allocation 2022/23	Jon Alsop	The CFO undertook to feed back to the DfT the Board's comments around the intrinsically higher costs of maintaining roads in particular CPCA geographies like the Fens.	The CFO wrote to DfT colleagues highlighting the concerns raised by the Board. The initial response was that the inflation issue had been raised by a number of areas, and that the DfT Maintenance team would respond more fully, shortly.	Closed

Minute	Report title	Lead officer	Action	Response	Status
213.	Forward Plan	Alan Downton	An informal discussion around regional partnerships, the Business Board's status as either a LEP or a growth board and the number of elected members appointed to the Business Board was proposed.		



**CAMBRIDGESHIRE
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COMBINED AUTHORITY

Agenda Item No: 1.5

Membership of the Combined Authority 2022/23: Update

To: Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Edwina Adefehinti, Deputy Monitoring Officer

Key Decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Note the appointment by South Cambridgeshire District Council of Councillor John Williams as its substitute member on the Combined Authority Board for the remainder of the municipal year 2022/2023, replacing Councillor Brian Milnes.
- b) Appoint Councillor Edna Murphy as a co-opted member of the Combined Authority Board for 2022/23 representing the Cambridgeshire and Peterborough Fire Authority and Councillor Mohammed Jamil as substitute member.
- c) Appoint Alex Plant as the Business Board member of the Combined Authority Board for 2022/23, and Professor Andy Neely as the substitute member.
- d) Approve the appointment of Councillor Bridget Smith of South Cambridgeshire District Council as the nominated substitute member for the Mayor and Lead Member for Economic Growth for the Business Board
- e) Note and agree the Mayor's nomination to Lead Member responsibilities for Lead Member for Governance as set out in paragraph 2.9 of this report

Voting arrangements:

- a) For noting only. Appointment is made by the constituent council
- b) Simple majority of members present and voting
- c) Simple majority of members present and voting
- d) Simple majority of members present and voting
- e) Simple majority of members present and voting

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

1. Purpose

- 1.1 The report advises the Board of amendments to the substitute membership of the Combined Authority Board notified by South Cambridgeshire District Council, the appointment of the co-opted member for the Fire Authority and the Business Board representative on the CA Board.
- 1.2 The report requests that the Board approves Councillor Bridget Smith as the substitute member for the Mayor and the Lead Member for Economic Growth for the Business Board

2. Background

- 2.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, each constituent council must appoint one of its elected members and a substitute member to the Combined Authority Board. The Combined Authority has been advised that South Cambridgeshire District Council has appointed Councillor John Williams as its substitute member for the remainder of the 2022/2023 municipal year.
- 2.2 The revised membership is set out in the table below:

Nominating body	Member	Substitute Member
Cambridge City Council	Cllr Lewis Herbert	Cllr Mike Davey
Cambridgeshire County Council	Cllr Lucy Nethsingha	Cllr Elisa Meschini
East Cambridgeshire District Council	Cllr Anna Bailey	Cllr Joshua Schumann
Fenland District Council	Cllr Chris Boden	Cllr Jan French
Huntingdonshire District Council	Cllr Sarah Conboy	Cllr Tom Sanderson
Peterborough City Council	Cllr Wayne Fitzgerald	Cllr Steve Allen
South Cambridgeshire District Council	Cllr Bridget Smith	Cllr Brian Milnes Cllr John Williams

- 2.3 The status of co-opted Members is set out in the Constitution. A co-opted member organisation shall be represented at meetings of the Combined Authority Board by a named representative or a named substitute. Those members and their substitute members are required to complete a declaration of interest form.

- 2.4 The Cambridgeshire and Peterborough Fire Authority met on 16 June 2022 and Councillor Edna Murphy, Chair of Cambridgeshire and Peterborough Fire Authority, has been nominated as the Fire Authority's non-voting co-opted member of the Combined Authority Board for 2022/23 and Councillor Mohammed Jamil, Vice Chair of the Cambridgeshire and Peterborough Fire Authority, has been nominated as her substitute.
- 2.5 As stated in the Cambridgeshire & Peterborough Combined Authority Constitution Chapter 2 (section 3.1) the Business Board will nominate one of its Members, normally the Chair, to be a Member of the Combined Authority and another Member to act in the absence of the appointed Member (the Substitute Member). The Combined Authority will consider the nomination and appoint the Business Board Member and the Business Board Substitute Member. Each appointment shall be for a one-year term.
- 2.6 The Business Board met on 11 July 2022 and Alex Plant has been nominated as the Business Board representative on the Combined Authority Board for the municipal year 2022/23 and Professor Andy Neely has been nominated as the substitute member. The Board are requested to approve the appointment.

Business Board Substitute Members

- 2.7 As stated in the Constitution (Appendix 5, Section 8.2): The Mayor and the Lead Member for Economic Growth of the Combined Authority shall be members of the Business Board by virtue of their office. The Combined Authority may appoint at least one Substitute Member to act in their absence. These shall be non-voting members of the Board.
- 2.8 The Combined Authority Board is invited to appoint Councillor Bridget Smith as substitute member for the Mayor and Lead Member for Economic Growth for the Business Board.

Mayor's Nomination to Lead Member Positions

- 2.9 Following engagement with Constituent Council Leaders, the Mayor nominates Councillor Edna Murphy as the Lead Member for Governance.

3. Financial Implications

- 3.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 no remuneration is to be payable by the Combined Authority to its members or substitute members.

4. Legal Implications

- 4.1 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings. The new appointment shall take effect after the nomination has been approved by the Monitoring Officer.
- 4.2 Notice of changes to appointments to the CA Board must be given to the Monitoring Officer stating the new appointment and the termination of the previous appointment to the

Combined Authority. The new appointment shall take effect and the previous appointment terminate at the end of fourteen days from the date on which the notice was given, or such longer period not exceeding one month.

5. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Appendices

7.1 None

8. Background papers

8.1 [Combined Authority Board annual meeting 8 June 2022 - Item 1.5 - Membership of the Combined Authority](#)



**CAMBRIDGESHIRE
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COMBINED AUTHORITY

Agenda Item No: 2.1

Budget Monitor Report July 2022 2021-22 Outturn

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 th July 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Jon Alsop, Chief Finance Officer
Key decision:	Yes
Forward Plan ref:	KD2022/017
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the outturn position of the Combined Authority for the 2021-22 financial year, including £2m of single pot revenue savings and £1.8m capital savings.b) Approve the updated requested slippage of unspent project budgets on the approved capital programme of £51.3m and on the revenue budget of £8.4m
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1 Purpose

- 1.1 This report provides the Board with an overview of the outturn financial position for the 2021-22 financial year along with an updated 2022-23 budget and capital programme incorporating approved changes since the MTFP was agreed in January and the slippage proposed in this paper.
- 1.2 Underspends are split between project slippage, where the Board is asked to agree the carry forward of the funding, and underspend/savings, where there is funding that will be returned to the Combined Authority's reserves as it is no longer required.
- 1.3 The position presented is based on the Combined Authority's account and recorded before external audit, which is scheduled for November 2022, as such there is a possibility for the position to be changed in response to audit findings – as part of the reporting on the audit of the accounts any such changes will be reported at that time.

2 Background

- 2.1 This report presents the actual expenditure position for the financial year ended 31st March 2022. The body of the report will focus on changes from the draft outturn position presented to the March Board however, following a request from the Board in March, Appendix 4 includes explanations from budget holders and project managers for every material variance across the 2021-22 budget and capital programme.
- 2.2 The materiality thresholds for reporting, as previously agreed by the Board, are: £100k in Mayoral and Corporate Services revenue budgets, £250k for 'Income', 'Housing', 'Business and Skills', and 'Delivery and Strategy' revenue budgets, and £500k on all capital projects.
- 2.3 Budget Holders and project managers were asked to keep in mind that, while detail was requested, that this is a corporate wide report rather than an individual project update report to avoid an impossibly large agenda. As always, the Board are able to request updates on individual projects where they feel these are required both informally and by reports to Committees and the Board.

3 Revenue Budget Position

- 3.1 A summary of the financial position of the Authority as at the 31st March 2022, showing 'Revenue' income and expenditure for the year, is set out in the table below. A more detailed breakdown of income and expenditure for the year is shown at **Appendix 1**.

2021-22 Revenue	Mar Budget £'000	Adjustments £'000	Outturn Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from FO £'000	App 4 ref:	Requested slippage £'000	Requested STA slippage £'000
Grant Income	-50,119	-2,343	-52,462	-48,311	4,151	2,231		N/A	N/A
Mayor's Office	488	-	488	375	-112	-44		-	-
CA Gross Staffing Costs	6,642	-	6,642	6,823	181	-72	1,2	-	-
Other Employee Costs	327	-	327	178	-149	-104		-	-
Externally Commissioned Support Services	514	-	514	502	-12	15		-	-
Corporate Overheads	780	-	780	480	-300	-34	3	-	-
Governance Costs	1,184	-	1,184	991	-193	-74	4	-	-
Other Corporate Budgets	-38	-	-38	-320	-282	-132	5	-	-
Recharges to Ringfence Funded Projects	-3,294	-	-3,294	-3,602	-308	-566	6,7	-	-
Corporate Services Expenditure	6,116	-	6,116	5,052	-1,063	-968		5	-
Business and Skills	26,141	1,966	28,107	19,749	-8,357	-3,069	21-25	6,673	-
Delivery and Strategy	18,090	603	18,693	16,013	-2,680	-309	8,9	1,265	811
Housing	214	-	214	64	-150	-22		-	-
Workstream Expenditure	44,445	2,569	47,014	35,826	-11,187	-3,399		7,938	811
Total Expenditure	51,048	2,569	53,617	41,254	-12,363	-4,411		7,943	811

3.2 The Outturn Variance as set out in the table above shows a 'favourable' variance of forecast expenditure against approved budgets of £12.4m, a £7.2m increase in underspend on revenue expenditure budgets relative to the position reported to the March Board excluding changes to the budget approved by Board. The material changes to forecast expenditure budgets are listed below and each has a detailed variance explanation included in Appendix 4:

- £1.9m NZ Hub
- £1.7m on Digital Skills Bootcamps
- £1.5m on Growth Co, including Growth Hub
- £0.7m on Passenger transport across concessionary fares and supported bus services
- £0.5m increase for internally recharged grant funded staff (i.e. more staff time was charged to specific grants than was forecast)
- £0.4m reduction in forecast underspend on the AEB programme.

3.3 The Net Zero Hub, Digital Skills Bootcamps and Growth Co budget lines are requesting their underspends be carried forward to allow continued delivery against contracts in 2022-23. Both Net Zero Hub and Digital Skills Bootcamps are funded from ringfenced grants which could not be used elsewhere. The Growth Co Services contract is funded from a combination of ringfenced, and non-ringfenced, funding sources however this spend is contracted with the Combined Authority's subsidiary so savings against this budget would have to be done through contract management and negotiation.

3.4 The underspend on passenger transport is a saving due to government policy which will be held in a transport levy reserve and taken into account when setting the 2023-24 levy.

3.5 There are also five material variances in income compared to the position presented in March:

- Community Renewal Fund Grants – this income was profiled when it was announced that the Combined Authority's bid was successful, once the grant documentation was received the actual payment profile was 2/3 in 2021-22 and 1/3 in 2022-23. As such the Combined Authority received £1.3m less in 21-22 than was forecast, however this funding will be received during 2022-23.
- Digital Skills Bootcamps, ERDF and ESF grants (£3.8m total reduction in income) are all claimed in arrears by the Combined Authority. Delivery of the programmes will continue in 2022-23 as the funding is not ringfenced to that financial year so no funding has been lost. Each of the expenditure projects associated with these grants has provided a variance explanation included in Appendix 4 which addresses why the projects have not spent (and therefore claimed) in line with the prior forecast).
- Enterprise Zone receipts is reporting a reduced income of £682k, this is due to a change in when the Combined Authority recognises enterprise zone receipts -from the year in which the rates were paid to the billing authority, to the year in which the Combined Authority receives their share of the receipts from the billing authority (the year after). As this is an accounting adjustment it does not affect the actual cashflow of the Authority, nor imply a reduction in the total receipts which will be received. A paper reflecting this change will be brought to the Board, via the Business Board, to amend the 2022-23 budget accordingly.
- The Net Zero Hub (previously Energy Hub) received £2.8m more in core funding than was previously forecast due to additional grants from BEIS – that additional grants were expected was reported to the CA Board in January, however the exact

amounts of them were not known at the time so the budget could not be updated.

- 3.6 The only adjustment to the revenue budget, other than those reflecting decisions taken by the Combined Authority Board, is the receipt of the Local Transport Plan revenue grant from DfT. This was received, unannounced, after the March budget report was completed. It is a revenue budget for use in 2022-23 on Local Transport Plan development and will be incorporated into the existing LTP budget line.
- 3.7 While the majority of unspent funds are related to ringfenced grants, savings totalling £1.1m across the Corporate services budgets, £657k from the CAM project, and £313k from other non-ringfenced directorate budgets leave the Combined Authority with c. £2m of additional single pot revenue reserves, this a positive position given the background of cash-flat gainshare grant funding and substantial inflationary pressures and will be reflected in the upcoming business planning cycle.
- 3.8 The Board are recommended to agree the updated carry-forwards on the approved, and subject to approval (STA) revenue budgets of £7,943k and £811k respectively to enable the Authority's projects and programmes to continue delivery.

4 Capital Programme

- 4.1 A summary of the 2021-22 capital programme and capital grant income for the financial year to 31st March 2022 are shown in the tables below. Detail of the capital programme can be seen across **Appendices 2 and 3**. (Please note: 'STA' stands for 'Subject to Approval' and 'YTD' for 'year to date').

Capital Programme Summary	Outturn Budget £'000	Outturn Spend £'000	Forecast Variance £'000		App 4 Ref	Requested Slippage £'000	Requested STA Slippage £'000
Corporate Services	44	20	-24	-54.4%		-	-
Business and Skills	66,885	31,948	-34,936	-52.2%	26-32	35,044	-
Delivery and Strategy	66,089	55,316	-10,772	-16.3%	10-20	9,051	14,340
Housing	36,960	29,708	-7,252	-19.6%	33,34	7,252	-
Totals	169,977	116,993	-52,985	-31.2%		51,347	14,340

Capital Funding Summary	Outturn Budget £'000	Outturn Actuals £'000	Outturn Variance £'000		% Received
A10 capital grant	-2,000	-2,000	-	0.0%	100.0%
Housing Capital Grants	-4,000	-1,128	2,872	0.0%	28.2%
Active Transport Grant Capital	-635	-635	-	0.0%	100.0%
Capital Gainshare	-12,000	-12,000	-	0.0%	100.0%
Local Transport Capital Grants	-23,080	-29,834	-6,754	29.3%	129.3%
Getting Building Fund	-7,300	-7,300	-	0.0%	100.0%
GSE Sustainable Warmth capital grant	-118,389	-118,389	-	0.0%	100.0%
Transforming Cities Funding	-30,000	-30,000	-	0.0%	100.0%

ZEBRA capital grant	-4,295	-4,295	-	0.0%	100.0%
Totals	-201,699	-205,581	-3,882	29.3%	101.9%

Business and Skills

- 4.2 The Business and Skills directorate's outturn underspend has increased by £8.3m to £34.9m in total. The majority of both figures, £4.9m and £28.1m respectively, is due to the delays and underspends due to the Greater South East Net Zero Hub LAD 2 Programme.
- 4.3 The primary drivers for the underspend on the LAD2 programme are delays during contract negotiations, and a bottleneck of retrofit assessors which could meet the required quality standards and this is set out in more detail both in Appendix 4 and in a separate paper on the Board's agenda. The Board may note that the actual spend on the project has also decreased from the draft outturn position reported in March, this is due to Local Authority partners being paid in advance and the year-end processes adjusting for payments made which have not yet actually been spent (pre-payments).
- 4.4 The Market Towns programme slipped £3.3m further than was forecast in March, resulting in a total slippage on the programme of £4.1m. Where the individual towns' variance is greater than £500k an explanation is provided in appendix 4. In light of the overly optimistic forecasts across the programme, an experienced programme manager has been assigned to provide a greater level of rigour to the project delivery teams and improve the forecasts going forward.
- 4.5 The remaining material changes are within the Growth Funds programme; £700k slippage due to 7 fewer companies being accepted onto the Illumina accelerator programme throughout the year, £946k slippage due to the planning decision being delayed on Southern Fen Business Park, and £2m 'overspend' on Phase 3 of the University of Peterborough. This reported 'overspend' is actually due to the updated shareholder's agreement for the Peterborough HE Property Company being agreed before the end of March rather than in April as was forecast; the spend was exactly what was expected and the 'overspend' in 2021-22 is matched by a corresponding adjustment in the 2022-23 capital programme as the spend has already taken place.

Delivery and Strategy

- 4.6 The Delivery and Strategy directorate's outturn variance has increased by £2.5m to £10.7m in total. The change is driven by material increases in slippage on King's Dyke (-£1.1m) and Wisbech Access Strategy (-£1.6m), against a material increase in spend against forecast on Soham Station (£1.5m).
- 4.7 The increase in underspend against forecast on King's Dyke is a result of construction changes around the Star Pit taking longer to commence than was anticipated and thus spend has slipped into 2022-23.
- 4.8 Wisbech Access Study has been delayed by the death of one of the landowners for the site, and protracted negotiations with landowners. It was anticipated that these delays would have been overcome within 2021-22 however progress has been slower than this and completion on securing the land for the scheme is now expected in the first half of 2022-23.

- 4.9 Soham Station, as previously reported, opened in December 2021, 6 months ahead of schedule. The project was originally due to continue into 2022-23 and the budget profiled accordingly, as this was completed early the spend has also been accelerated. The final position on the project is still being reconciled but a significant saving across the lifetime of the project is anticipated. The increase in spend against the March forecast was due to contractor works due in April 2022 being completed by the end of March and thus falling into the 2021-22 financial year.
- 4.10 There were no capital grants within the Delivery and Strategy directorate which had a deadline of March 2022, and thus the slippage reported above does not result in funding being unused. However, the Department for Transport have communicated that projects funded with the Transforming Cities Fund (TCF) must have started delivery by the end of March 2023 or risk funding being clawed back.
Any further delay in initialisation and delivery of projects is therefore a significant risk, as £20m of approved spend and £37m of STA budget, are currently funded by TCF in the 2022-23 capital programme.

Housing

- 4.11 The outturn expenditure on both the capital budgets within the Housing directorate have changed materially since the position forecast in March. The grant programme spent £4.3m less than was forecast, and the loan programme £566k.
- 4.12 Due to projects being unable to start on site by the 31st March 2022, the total affordable housing grant programme is smaller than was originally agreed with DLUHC when top-up grants were agreed in 2021. As such less top-up grant has been required from DLUHC, as seen in the actual amount of housing grant received being lower than originally forecast.
- 4.13 As was included in the report to the Housing Committee at their meeting on the 11th July, 3 grant funded affordable housing projects are unable to enter into contract by the end of March and thus could not be included in the CPCA's programme: Two projects (Rear of High Street, Stilton and Rear of High Street, Needingworth) were due to a combination of contractual, planning and construction cost issues.
The third, Gloucester Centre, started on site in January 2022 but, due to the cost of living increase, the grant per unit required increased beyond what had been agreed in the offer from the CPCA. There is also a minor effect (c. £300k) from one grant recipient claiming 35% of their awarded grant rather than the 50% they were able to claim.
- 4.14 The reduction in spend on the loan portfolio is due to delays in construction due to lingering COVID impacts, and a reduction in the overall spend on the Ely MOD site as some units are now being sold without refurbishment. The portfolio is being closely monitored and, as reported to the Housing Committee, it is anticipated that all loans will be repaid within their current terms.

Overall position

- 4.15 While the majority of 2021-22 underspend is due to slippage, there are five budgets which have resulted in capital savings, creating additional headroom to address future inflationary impacts or emerging priorities. In total £1.75m has been identified as capital saving in 21-22, the majority being £1.2m previously reported to the Board from the Digital Connectivity Infrastructure programme, beyond this a saving of >£1m is anticipated on the Soham

Station project once the final accounts have been reconciled with Network Rail.

- 4.16 In addition, there was a £3.25m saving on the CAM which was accounted for when the project was ceased at the end of summer 2021. This was taken into account in the 2022-23 budget setting process.
- 4.17 The total slippage across the capital programme has increased since the forecast reported in March, with the actual outturn expenditure being 68% of budgeted spend for the year, and this reduces to 61% when the highways capital grants, which are 100% passported to the local Highways Authorities, are removed.
A significant proportion of this is due to the LAD 2 energy project alone, omitting this shows that the rest of the capital programme delivered 75% of approved expenditure for the year.
- 4.18 While the Combined Authority is insulated from the direct impact of inflation for the current phase of many of its contracted capital projects, by agreeing fixed grants as part of a funding package with the delivery body and through fixed price contracts, delays to current phases of projects create knock-on delays in future phases and thus expose later phases to greater inflationary risk – in the worst case this could make projects non-financially viable, or lead to a reduction in the number of projects which can be completed with the resources available.
- 4.19 There are two workstreams underway to address both the need to improve the robustness of the Combined Authority's forecasting, and to understand the root cause of underspends on projects so that improvements can be implemented
- 4.20 To improve the robustness of forecasting, monthly critical-friend style sessions have been established where project managers meet with officers from the project management office and finance teams. The sessions are designed to provide support and a more independent view of the project and are being embedded through the first half of 2022-23.
- 4.21 To identify and address the underlying cause of the slippage, and in response to the request by Board members at their March meeting, work has begun on a root cause analysis reviewing the 21-22 capital programme and associated processes. The scope includes reviewing the process between approval of a project and start on site, how projects are dealt with at the gateway points to unlock funding tranches, as well as deep dives into three capital projects to understand the drivers for delays in delivery of active projects – this scope will now be costed by our internal auditors, RSM, to ensure the process is robust and independent.
This work dovetails with the work already undertaken by the County Council to examine its own capital programme delivery and slippage, lessons learnt from that piece of work will be shared with our other major delivery partners.
- 4.22 The timetable for this review may be impacted by the improvement plan workstream as proposed for consideration by the Board in agenda item 4.1.

5 Updated 2022-23 budget and capital programme

- 5.1 Summaries of the updated 2022-23 revenue budget and capital programme are included below, a detailed breakdown of these is included as appendices 5 and 6. The "MTFP Budget" column includes new projects which were approved at the January and March

Board meetings, the adjustment column includes all other Board decisions till the end of June.

While they are not included in the requested slippage figures, the “Proposed Slippage” column in the revenue table below also includes grant income which was originally forecast for 2021-22 but which will now be claimed in 2022-23.

2022-23 Revenue	MTFP Budget £'000	Adjustments £'000	Proposed Slippage £'000	July Budget £'000
	-			
Grant Income	38,508	-5,591	-4,497	-48,595
Mayor's Office	488	-	-	488
CA Gross Staffing Costs	7,528	-	-	7,528
Other Employee Costs	330	-	-	330
Externally Commissioned Support Services	581	-	-	581
Corporate Overheads	825	-	-	830
Governance Costs	144	-	-	144
Other Corporate Budgets	638	-	-	638
Recharges to Ringfence Funded Projects	-3,233	-	-	-3,233
Corporate Services Expenditure	6,813	-	5	6,818
Business and Skills	38,040	5,202	6,673	49,915
Delivery and Strategy	13,334	744	1,265	15,342
Housing	513	-	-	513
Workstream Expenditure	51,887	6,016	7,938	65,841
Total Revenue Expenditure	58,337	6,016	7,953	72,306

2022-23 Capital Programme Summary	MTFP Budget £'000	Adjustments £'000	Proposed Slippage £'000	July Budget £'000
Corporate Services	42	200	-	242.0
Business and Skills	136,949	330	35,044	172,322
Delivery and Strategy	42,195	9,545	9,051	60,791
Housing	28,389	-	-	28,389
Totals	207,575	10,075	44,094	261,744

Significant Implications

6 Financial Implications

- 6.1 The financial implications of the decisions are set out in the body of the report.

7 Legal Implications

- 7.1 The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.

8 Public Health implications

- 8.1 As the agreement to slip funding only enables continued delivery of existing projects there are no direct Public Health implications.

9 Environmental and Climate Change Implications

- 9.1 As the agreement to slip funding only enables continued delivery of existing projects there are no direct Environmental and Climate Change implications.

10 Other Significant Implications

- 10.1 There are no other significant implications.

11 Appendices

- 11.1 Appendix 1 – Detailed breakdown of the revenue outturn position for the 2021-22 financial year
- 11.2 Appendix 2 – Capital Outturn position for the 2021-22 financial year
- 11.3 Appendix 3 – Capital Programme
- 11.4 Appendix 4 – Detailed Explanations of Material Variances
- 11.5 Appendix 5 – Detailed proposed 2022-23 revenue budget
- 11.6 Appendix 6 – Proposed 2022-23 Capital programme

12 Background Papers

- 12.1 None

13 Accessibility

13.1 An accessible version of the information contained in this report and appendices can be obtained on request from democratic.services@cambridgeshirepeterborough-ca.gov.uk

Appendix 1 - Detailed breakdown of the revenue outturn position for the 2021-22 financial year

	Mar Budget £'000	Adjustments £'000	Outturn Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested slippage £'000
Grant Income							
Additional Home to School Transport Grants	-365		-365	-535	-170	-170	-
Adult Education Budget	-13,174		-13,174	-13,004	170	170	-
Bus Service Operator Grant	-409		-409	-409	-	-	-
Careers Enterprise Company Funding	-211		-211	-114	97	97	-
Community Renewal Fund Grants	-3,394		-3,394	-2,121	1,273	1,273	-
COVID-19 bus services support grant	-172		-172	-172	-	-	-
Digital Skills Bootcamp	-1,826		-1,826	-140	1,686	1,686	-
Enterprise Zone receipts	-1,209		-1,209	-527	682	682	-
ERDF - Growth Service Grant	-1,500		-1,500	-82	1,418	1,418	-
ESF Growth Service Grant	-600		-600	-480	120	120	-
Growth Hub Grants	-537		-537	-529	8	8	-
GSE Energy Hub - Core Funding	-1,606	-2,164	-3,770	-4,903	-1,133	-2,874	-
GSE Energy Hub - Decarbonisation	-1,372		-1,372	-1,372	-	-	-
LA Capability Fund	-558		-558	-558	-	-	-
LEP Core Funding	-500		-500	-500	-	-	-
LTP Capacity Grant	-	-179	-179	-179	-	-179	-
Mayoral Capacity Fund	-1,000		-1,000	-1,000	-	-	-
Mid-Life MOT	-40		-40	-40	-	-0	-
Revenue Gainshare	-8,000		-8,000	-8,000	-	-	-
Skills Advisory Panel Grant	-75		-75	-75	-	-	-
Transport Capacity Funding	-524		-524	-524	-	-	-
Transport Levy	-13,040		-13,040	-13,040	-	-	-
Visitor Economy and R&R Grant income	-8		-8	-7	-	0	-
Total Grant Income	-50,119	-2,343	-52,462	-48,311	4,151	2,231	-

Mayor's Office						
Mayor's Allowance	96	96	91	-5	-2	-
Mayor's Conference Attendance	15	15	-	-15	-8	-
Mayor's Office Expenses	40	40	22	-18	-3	-
Mayor's Office Accommodation	77	77	57	-21	-8	-
Mayor's Office Staff	260	260	206	-53	-23	-
Total Mayor's Office	488	- 488	375	-112	-44	-

	Mar Budget £'000	Adjustments £'000	Outturn Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested slippage £'000
Corporate Services							
Combined Authority Gross Staffing Costs							
Business and Skills	2,045		2,045	2,139	94	-35	-
Chief Executive	309		309	285	-24	-3	-
Corporate Services	2,031		2,031	2,325	294	28	-
Transport	935		935	947	12	24	-
Strategy and Planning	752		752	690	-62	-2	-
Housing	569		569	436	-133	-85	-
Total CA Gross Staffing Costs	6,642	-	6,642	6,823	181	-72	-
Other Employee Costs							
Travel	80		80	25	-55	-10	-
Training	90		90	94	4	4	-
Change Management Reserve	157		157	59	-98	-98	-
Total Other Employee Costs	327	-	327	178	-149	-104	-
Externally Commissioned Support Services							
External Legal Counsel	65		65	83	18	8	-
Finance Service	74		74	33	-41	-7	-
Democratic Services	95		95	97	2	0	-
Payroll	4		4	3	-1	-0	-
HR	18		18	19	1	1	-
Procurement	8		8	2	-6	0	-
ICT external support	250		250	264	14	12	-
Total Externally Commissioned Support Services	514	-	514	502	-12	15	-

	Mar Budget £'000	Adjustments £'000	Outturn Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested slippage £'000
Corporate Overheads							
Accommodation Costs	300		300	31	-269	-29	-
Software Licences, Mobile Phones cost	102		102	14	-87	-61	-
Communications	42		42	43	1	10	-
Website Development	15		15	11	-4	-4	5
Recruitment Costs	88		88	81	-7	-7	-
Insurance	35		35	35	0	0	-
Audit Costs	132		132	188	56	48	-
Office running costs	31		31	17	-14	-0	-
Corporate Subscriptions	36		36	59	24	8	-
Total Corporate Overheads	780	-	780	480	-300	-34	5
Governance Costs							
Committee/Business Board Allowances	144		144	26	-118	2	-
Election Costs	1,040		1,040	965	-75	-75	-
Total Governance Costs	1,184	-	1,184	991	-193	-74	-
Other Corporate Budgets							
Corporate Response Fund	97		97	100	3	10	-
Contribution to the A14 Upgrade	96		96	52	-44	-44	-
Interest Receivable on Investments	-231		-231	-472	-241	-98	-
Total Other Corporate Budgets	-38	-	-38	-320	-282	-132	-
Recharges to Ringfence Funded Projects							
Internally Recharged Grant Funded Staff	-2,521		-2,521	-3,060	-539	-534	-
Externally Recharged Staff	-773		-773	-541	232	-32	-
Total Recharges to Ringfence Funded Projects	-3,294	-	-3,294	-3,602	-308	-566	-
Total Corporate Services Expenditure	6,116	-	6,116	5,052	-1,063	-968	5

<u>Business and Skills</u>	Mar Budget £'000	Adjustments £'000	Outturn Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested slippage £'000
AEB Devolution Programme	11,368		11,368	10,584	-784	409	-
AEB High Value Courses	237		237	38	-199	-	-
AEB Innovation Fund - Revenue	500		500	395	-105	-30	129
AEB Level 3 Courses	809		809	418	-391	36	-
AEB National Retraining Scheme	40		40	40	-	-	-
AEB Programme Costs	442		442	457	15	21	-
AEB Sector Based Work Academies	233		233	116	-117	-4	-
AEB Provider Capacity Building	250		250	94	-156	-31	156
AEB Strategic Partnership Development	250		250	48	-202	-77	196
Business Board Annual Report	30		30	15	-15	-13	-
Business Board Effectiveness Review	20		20	15	-5	-5	-
Careers and Enterprise Company (CEC)	222		222	99	-123	-108	-
CRF Start & Grow Project	-	1,550	1,550	1,550	-	1,550	-
CRF Turning Point Project	-	512	512	512	-	512	-
CRF Programme Management	-	14	14	13	-	13	-
Digital Skills Bootcamp	1,826		1,826	41	-1,785	-1,785	1,785
Economic Rapid Response Fund	150		150	109	-41	-12	41
Enterprise Zone Investment	50		50	24	-26	-16	-
Growth Co Services	3,223		3,223	1,095	-2,128	-2,036	1,605
Growth Hub	-		-	523	523	523	-
GSE Energy Hub	1,023		1,023	677	-346	-213	342
GSE COP 26	195		195	172	-23	-23	23
GSE Green Homes Grant Sourcing Activity	895		895	196	-699	-432	699
GSE Green Homes Grant Sourcing Strategy	69		69	69	-	-	-
GSE Green Homes Grant Ph 3 (LAD 3)	250		250	60	-190	-190	190
GSE Home Improvement Grant	250		250	-	-250	-250	250
GSE Net Zero Investment Design	495		495	-	-495	-495	495
GSE Public Sector Decarbonisation	180		180	-	-180	-179	180
GSE Rural Community Energy Fund (RCEF)	735		735	596	-139	-75	139
Health and Care Sector Work Academy	730		730	566	-164	-59	165

<u>Business and Skills</u>	Mar Budget £'000	Adjustments £'000	Outturn Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested slippage £'000
HPC study and roadmap	46		46	35	-11	-	-
Insight and Evaluation Programme	83		83	83	-	-	-
Local Growth Fund Costs	560	-110	450	414	-36	-44	-
Market Town and Cities Strategy	121		121	86	-35	15	35
Marketing and Promotion of Services	128		128	128	-	37	-
Mid-Life MOT	40		40	40	-	-	-
Peterborough University Quarter Masterplan	100		100	-	-100	-100	100
Shared Prosperity Fund Evidence Base & Pilot Fund	100		100	23	-77	-	77
Skills Advisory Panel (SAP) (DfE)	112		112	66	-46	-30	40
Skills Rapid Response Fund	115		115	88	-27	18	27
St Neots Masterplan	224		224	224	-	4	-
Trade and Investment Programme	33		33	33	-	-	-
Visitor Economy and R&R Grants	8		8	7	-	-	-
Total Business and Skills	26,141	1,966	28,107	19,749	-8,357	-3,069	6,673

<u>Delivery and Strategy</u>	Mar Budget £'000	Adjustments £'000	Outturn Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested slippage £'000
A141 Huntingdon SOBC	114		114	129	15	9	-
Additional Home to School Transport Grants	-	603	603	603	-0	603	-
Bus Review Implementation	1,842		1,842	724	-1,118	-249	1,008
Bus Service Subsidisation	187		187	297	110	-86	-
CAM Innovation Company	657		657	-	-657	-	-
CAM Metro OBC	-		-	-1	-1	-3	-
Climate Change	160		160	91	-68	-65	50
COVID Bus Service Support Grant	189		189	291	102	102	-
LA Capability Fund	558		558	558	-	-	-
Land Commission	40		40	-	-40	-	-

<u>Delivery and Strategy</u>	Mar Budget £'000	Adjustments £'000	Outturn Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested slippage £'000
Local Transport Plan	200		200	227	27	87	
Monitoring and Evaluation Framework	150		150	46	-104	-31	32
Non-Statutory Spatial Framework (Phase 2)	57		57	29	-27	-27	
P'boro Station Quarter SOBC	350		350	175	-175	-	175
Public Transport: Bus Service Operator Grant	409		409	409	-	-	-
Public Transport: Concessionary fares	9,129		9,129	8,544	-585	-301	-
Public Transport: Contact Centre	234		234	159	-75	-27	-
Public Transport: RTPI, Infrastructure & Info	209		209	206	-3	-15	-
Public Transport: S106 supported bus costs	-		-	-	-	-	-
Public Transport: Supported Bus Services	3,003		3,003	2,936	-67	-301	-
Public Transport: Team and Overheads	465		465	447	-18	-13	-
St Ives (SOBC)	137		137	143	6	8	-
Total Delivery and Strategy	18,090	603	18,693	16,013	-2,680	-309	1,265
<i>* S106 supported bus costs is a net nil budget as all costs incurred are recharged to the County Council</i>							
<u>Housing</u>							
CLT and £100k Homes	100		100	18	-82	-22	-
Garden Villages	114		114	46	-68	-	-
Total Housing	214	-	214	64	-150	-22	-
Total Workstream Expenditure	44,445	2,569	47,014	35,826	-11,187	-3,399	7,938
Total Revenue Expenditure	51,048	2,569	53,617	41,254	-12,363	-4,411	7,943

Appendix 2 – Capital Outturn position for the 2021-22 financial year

	Approved Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested Slippage £'000	Capital Savings £'000	Requested STA Slippage £'000
<u>Delivery and Strategy</u>							
A10 Dualling	-	7	7	-93	-7	-	-
A1260 Nene Parkway Junction 15	3,222	211	-3,011	-218	3,011	-	-
A1260 Nene Parkway Junction 32/3	239	212	-27	-1	27	-	5,030
A16 Norwood Dualling	626	399	-227	23	227	-	420
A505 Corridor	143	8	-134	2	134	-	-
A605 Stanground - Whittlesea	217	-	-217	-	-	217	-
CAM Innovation Company Set up	2,000	2,000	-	-	-	-	-
CAM Delivery to OBC	250	-	-250	-150	150	100	-
Coldhams Lane roundabout improvements	234	-	-234	-	234	-	2,200
Digital Connectivity Infrastructure Programme	3,139	1,264	-1,875	-44	618	1,257	-
Ely Area Capacity Enhancements	326	202	-124	-	124	-	-
Fengate Access Study - Eastern Industries Access - Phase 1	477	369	-109	-25	109	-	-
Fengate Access Study - Eastern Industries Access - Phase 2	161	166	5	-20	-	-	-
Local Highways Maintenance & Pothole- with PCC and CCC	27,695	27,695	-	-	-	-	-
King's Dyke	7,589	6,480	-1,109	-1,109	1,109	-	2,100
Lancaster Way	500	348	-152	348	-	152	-
March Junction Improvements	3,624	1,131	-2,493	-952	2,493	-	1,228
Regeneration of Fenland Railway Stations	2,610	2,610	-0	-47	-	-	674
Soham Station	9,244	10,975	1,732	1,493	-1,732	-	-
Transport Modelling	750	10	-740	-40	740	-	-
Wisbech Access Strategy	2,739	1,166	-1,573	-1,573	1,573	-	-
Wisbech Rail	306	65	-241	-45	241	-	2,688
Total Delivery and Strategy	66,089	55,316	-10,772	-2,451	9,051	1,727	14,340

	Approved Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested Slippage £'000	Capital Savings £'000	Requested STA Slippage £'000
Business and Skills							
AEB Innovation Fund	324	324	-	-	-	-	-
Cambridge Biomedical MO Building	1,702	1,518	-185	18	185	-	-
Cambridge City Centre	691	210	-481	-481	481	-	-
CRC Construction and Digital Refurbishment	911	911	-	-	-	-	-
COVID and Capital Growth Grant Scheme	7	37	30	30	-	-	-
Eastern Agritech Initiative	100	178	78	-4	-	-	-
GSE Green Home Grant Capital Prog Ph 2	31,500	3,356	-28,144	-4,862	28,144	-	-
Illumina Accelerator	1,000	300	-700	-700	700	-	-
March Adult Education	314	314	-	-	-	-	-
Market Towns: Chatteris	1,000	404	-596	-31	596	-	-
Market Towns: Ely	656	265	-391	-391	391	-	-
Market Towns: Huntingdon	578	187	-391	-391	391	-	-
Market Towns: Littleport	-	-	-	-	-	-	-
Market Towns: March	550	32	-518	-518	518	-	-
Market Towns: Ramsey	705	-	-705	-705	705	-	-
Market Towns: Soham	200	106	-94	-94	94	-	-
Market Towns: St Ives	620	187	-433	-433	433	-	-
Market Towns: St Neots	220	-	-220	-	220	-	-
Market Towns: Whittlesey	500	86	-414	-414	414	-	-
Market Towns: Wisbech	601	253	-348	-348	348	-	-
Metalcraft (Advanced Manufacturing)	2,979	2,979	-	-	-	-	-
Peterborough City Centre	681	681	-	-	-	-	-
South Fen Business Park	997	51	-946	-946	946	-	-
St Neots Masterplan	190	70	-120	50	120	-	-
Start Codon (Equity)	2,226	751	-1,475	-249	1,475	-	-
The Growth Service Company	3,000	2,115	-885	115	885	-	-
TTP Incubator	33	33	-	-	-	-	-
University of Peterborough Phase 2	14,600	14,600	-	-	-	-	-
University of Peterborough Phase 3	-	2,000	2,000	2,000	-2,000	-	-
Total Business and Skills	66,885	31,948	-34,936	-8,353	35,044	-	-

	Approved Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested Slippage £'000	Capital Savings £'000	Requested STA Slippage £'000
<u>Housing</u>							
Affordable Housing Grant Programme	25,119	20,078	-5,041	-4,277	5,041	-	-
Housing Investment Fund - contracted payments	11,841	9,630	-2,211	-566	2,211	-	-
Total Housing	36,960	29,708	-7,252	-4,843	7,252	-	-
	Approved Budget £'000	Outturn Spend £'000	Outturn Variance £'000	Change from Forecast Variance £'000	Requested Slippage £'000	Capital Savings £'000	Requested STA Slippage £'000
<u>Corporate Services</u>							
ICT Capital Costs	44	20	-24	-24	-	24	-
Investment in Finance System	-	-	-	-	-	-	-
Total Corporate Services	44	20	-24	-24	-	-	-
Total Capital Programme	169,977	114,993	-52,985	-15,672	51,347	1,751	14,340

Appendix 3: Capital Programme

	Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
<u>Business and Skills</u>										
AEB Innovation Fund	324	-	-	-	324	-	-	-	-	324
Cambridge Biomedical MO Building	1,702	-	-	-	1,702	-	-	-	-	1,702
Cambridge City Centre	691	-	-	-	691	-	-	-	-	691
CRC Construction and Digital Refurbishment	911	-	-	-	911	-	-	-	-	911
COVID and Capital Growth Grant Scheme	7	-	-	-	7	-	-	-	-	7
Eastern Agritech Initiative	100	-	-	-	100	-	-	-	-	100
GSE Green Home Grant Capital Programme Ph 2	31,500	21,840	-	-	53,340	-	-	-	-	53,340
GSE Green Home Grant Capital Programme Ph 3	-	73,675	-	-	73,675	-	-	-	-	73,675
GSE Home Upgrade Grant	-	29,610	-	-	29,610	-	-	-	-	29,610
Illumina Accelerator	1,000	1,000	-	-	2,000	-	-	-	-	2,000
March Adult Education	314	-	-	-	314	-	-	-	-	314
Market Towns: Chatteris	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Ely	656	344	-	-	1,000	-	-	-	-	1,000
Market Towns: Huntingdon	578	-	-	-	578	-	422	-	-	1,000
Market Towns: Littleport	-	-	-	-	-	-	1,000	-	-	1,000
Market Towns: March	550	1,550	-	-	2,100	-	-	-	-	2,100
Market Towns: Ramsey	705	295	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	200	470	-	-	670	-	330	-	-	1,000
Market Towns: St Ives	620	-	-	-	620	-	380	-	-	1,000
Market Towns: St Neots	220	921	1,959	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	500	500	-	-	1,000	-	-	-	-	1,000
Market Towns: Wisbech	601	399	-	-	1,000	-	-	-	-	1,000
Metalcraft (Advanced Manufacturing)	2,979	-	-	-	2,979	-	-	-	-	2,979
Peterborough City Centre	681	-	-	-	681	-	-	-	-	681
South Fen Business Park	997	-	-	-	997	-	-	-	-	997
St Neots Masterplan	190	95	-	-	285	-	-	-	-	285
Start Codon (Equity)	2,226	-	-	-	2,226	-	-	-	-	2,226
The Growth Service Company	3,000	3,000	3,000	-	9,000	-	-	-	-	9,000
TTP Incubator	33	-	-	-	33	-	-	-	-	33
University of Peterborough Phase 2	14,600	-	-	-	14,600	-	-	-	-	14,600

	Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
<u>Business and Skills</u>										
University of Peterborough Phase 3	-	2,000	-	-	2,000	-	-	-	-	2,000
Total Business and Skills	66,885	135,699	4,959	-	207,543	-	2,132	-	-	209,675

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
<u>Delivery and Strategy</u>										
A10 Dualling	-	4,000	-	-	4,000	-	-	-	-	4,000
A1260 Nene Parkway Junction 15	3,222	5,000	-	-	8,222	-	-	-	-	8,222
A1260 Nene Parkway Junction 32/3	239	-	-	-	239	5,030	1,500	-	-	6,769
A141 capacity enhancements	-	-	-	-	-	-	650	1,300	2,300	4,250
A16 Norwood Dualling	626	-	-	-	626	420	12,000	-	-	13,046
A505 Corridor	143	-	-	-	143	-	-	-	-	143
A605 Stanground - Whittlesea	217	-	-	-	217	-	-	-	-	217
CAM Delivery to OBC	250	-	-	-	250	-	-	-	-	250
CAM Innovation Company Set up	2,000	-	-	-	2,000	-	-	-	-	2,000
Care Homes Reterofit Programme	-	-	-	-	-	-	1,000	1,000	-	2,000
City of Cambridge Culture - Capital	-	-	-	-	-	-	183	153	30	366
Coldhams Lane roundabout improvements	234	-	-	-	234	2,200	-	-	-	2,434
Digital Connectivity Infrastructure Programme	3,139	1,500	1,500	1,500	7,639	-	-	-	-	7,639
Ely Area Capacity Enhancements	326	-	-	-	326	-	-	-	-	326
Fengate Access Study Eastern Industries Access - Ph1	477	-	-	-	477	-	5,380	-	-	5,857
Fengate Access Study Eastern Industries Access - Ph2	161	895	895	-	1,951	-	-	-	-	1,951
Greater Cambridge Chalk Stream - Capital	-	-	-	-	-	-	100	100	100	300
Hunts Biodiversity for all - Capital	-	-	-	-	-	-	400	400	400	1,200
King's Dyke	7,589	-	-	-	7,589	2,100	-	-	-	9,689
Lancaster Way	500	-	-	-	500	-	-	-	-	500
Local Highways Maintenance & Pothole (with PCC and CCC)	27,695	27,695	27,695	27,695	110,780	-	-	-	-	110,780
Logan's Meadow Nature Reserve	-	-	-	-	-	-	250	30	-	280

Meanwhile, North East Cambridge - Capital	-	-	-	-	-	-	-	1,000	-	1,000	
March Junction Improvements	3,624	-	-	-	-	3,624	1,228	-	-	4,852	
Nature and Environment Investment Fund	-	-	-	-	-	-	-	1,000	-	1,000	
Net Zero Villages Fund	-	-	-	-	-	-	-	1,000	-	1,000	
Regeneration of Fenland Railway Stations	2,610	-	-	-	-	2,610	674	-	-	3,284	
Soham Station	9,244	4,000	-	-	-	13,244	-	-	-	13,244	
Snailwell Loop	-	-	-	-	-	-	500	-	-	500	
St Ives (SOBC, OBC & FBC)	-	-	-	-	-	-	500	1,000	1,400	4,400	
Transport Modelling	750	-	-	-	-	750	-	-	-	750	
Waterbeach solar PV vehicles - capital	-	-	-	-	-	-	-	2,000	700	2,700	
Wisbech Access Strategy	2,739	-	-	-	-	2,739	-	-	-	2,739	
Wisbech Rail	306	-	-	-	-	306	2,688	3,000	5,000	10,993	
Total Delivery and Strategy	66,089	43,090	30,090	29,195		196,159	15,340	29,463	11,083	4,330	228,679

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

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
Corporate Services										
Investment in Finance System	-	-	-	-	-	150	-	-	-	150
ICT Capital costs	44	42	42	42	169	-	-	-	-	169
Officer Fit-Out costs	-	-	-	-	-	-	200	-	-	200
Total Corporate Services	44	42	42	38	169	150	200	-	-	519

Total Capital Programme	169,977	179,871	34,644	29,237	413,729	15,490	31,795	11,083	4,330	476,426
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Appendix 4: Detailed Explanations of Material Variances (separate document)

Appendix 5 - Detailed proposed 2022-23 revenue budget

	MTFP Budget £'000	Adjustments £'000	Proposed Carry Forwards £'000	June Budget £'000
<u>Grant Income</u>				
Adult Education Budget	-11,989.0			-11,989.0
Bus Service Operator Grant		-411.5		-411.5
Careers Enterprise Company Funding	-125.0	-75.0		-200.0
Community Renewal Fund Grants			-1,273.0	-1,273.0
Local Transport Fund	-	-337.4		-337.4
Digital Skills Bootcamp	-		-1,686.5	-1,686.5
Enterprise Zone receipts	-972.2			-972.2
ERDF - Growth Service Grant	-1,500.0		-1,417.7	-2,917.7
ESF Growth Service Grant	-800.0		-119.7	-919.7
Growth Hub Grants	-246.0			-246.0
LEP Core Funding	-500.0	125.00		-375.0
Mayoral Capacity Fund	-1,000.0			-1,000.0
Revenue Gainshare	-8,000.0			-8,000.0
Skills Advisory Panel Grant	-75.0			-75.0
Skills Bootcamp Wave 3	-	-4,892.0		-4,892.0
Transport Levy	-13,300.5			-13,300.5
Total Grant Income	-38,507.6	-5,590.9	-4,496.9	48,595.4
Mayor's Office				
Mayor's Allowance	96			96
Mayor's Conference Attendance	15			15
Mayor's Office Expenses	40			40
Mayor's Office Accommodation	77			77
Mayor's Office Staff	260			260
Total Mayor's Office	488	-	-	488

	MTFP Budget £'000	Adjustments £'000	Proposed Carry Forwards £'000	June Budget £'000
Corporate Services				
Combined Authority Gross Staffing Costs				
Business and Skills	2,358			2,358
Chief Executive	331			331
Corporate Services	2,418			2,418
Transport	1,012			1,012
Delivery and Strategy	908			908
Housing	501			501
Total CA Gross Staffing Costs	7,528	-	-	7,528
Other Employee Costs				
Travel	80			80
Training	88			88
Change Management Reserve	162			162
Total Other Employee Costs	330	-	-	330
Externally Commissioned Support Services				
External Legal Counsel	70			70
Finance Service	65			65
Democratic Services	95			95
Payroll	10			10
HR	12			12
Procurement	8			8
Finance System	100			100
ICT external support	221			221
Total Externally Commissioned Support Services	581	-	-	581

	MTFP Budget £'000	Adjustments £'000	Proposed Carry Forwards £'000	June Budget £'000
Corporate Overheads				
Accommodation Costs	300			300
Software Licences, Mobile Phones cost	113			113
Communications	35		5	40
Website Development	10			10
Recruitment Costs	100			100
Insurance	39			39
Audit Costs	140			140
Office running costs	31			31
Corporate Subscriptions	56			56
Total Corporate Overheads	825	-	5	830
Governance Costs				
Committee/Business Board Allowances	144			144
Total Governance Costs	144	-	-	144
Other Corporate Budgets				
Corporate Response Fund	145			145
Contribution to the A14 Upgrade	61			61
Interest Receivable on Investments	-68			-68
Interest charges on borrowing	500			500
Total Other Corporate Budgets	638	-	-	638
Recharges to Ringfence Funded Projects				
Internally Recharged Grant Funded Staff	-2,749			-2,749
Externally Recharged Staff	-484			-484
Total Recharges to Ringfence Funded Projects	-3,233	-	-	-3,233
Total Corporate Services Expenditure	6,813	-	5	6,818

<u>Business and Skills</u>	MTFP Budget £'000	Adjustments £'000	Proposed Carry Forwards £'000	July Budget £'000
AEB Devolution Programme	10,449			10,449
AEB Innovation Fund - Revenue	500		129	629
AEB Programme Costs	367			367
AEB Provider Capacity Building	-		156	156
AEB Strategic Partnership Development	-		196	196
Careers and Enterprise Company (CEC)	50	25		75
CRF Start & Grow Project		930		930
CRF Turning Point Project		307		307
CRF Programme Management		53		53
CRF Turning Point CPCA Programme management		28		28
Economic Rapid Response Fund			41	41
Digital Skills Bootcamp			1,785	1,785
Growth Co Services	3,418	50	1,605	5,073
GSE Energy Hub	1,844		342	2,186
GSE COP 26			23	23
GSE Green Homes Grant Ph 3 (LAD 3)	10,411		190	10,601
GSE Green Homes Sourcing Activity			699	699
GSE Home Improvement Grant	4,193		250	4,443
GSE Net Zero Investment Design	1,005		495	1,500
GSE Public Sector Decarbonisation	970		180	1,150
GSE Rural Community Energy Fund (RCEF)	1,836		139	1,974
Health and Care Sector Work Academy	2,302		165	2,467
Insight and Evaluation Programme	75			75
Local Growth Fund Costs	530	-104		426
Market Town and Cities Strategy	-		35	35
Marketing and Promotion of Services	90			90
Peterborough University Quarter Masterplan	-		100	100
Shared Prosperity Fund Evidence Base & Pilot Fund	-		77	77
Skills Advisory Panel (SAP) (DfE)	-		40	40
Skills Bootcamp Wave 3	-	3,914		3,914
Skills Rapid Response Fund	-		27	27
Total Business and Skills	38,040	5,202	6,673	49,915

	MTFP Budget	Adjustments	Proposed Carry forward	July Budget
<u>Delivery and Strategy</u>				
Bus Review Implementation	-		1,008	1,008
Climate Change	-		50	50
Doubling Nature Metrics	-	25		25
Lifebelt City Portrait	-	40		40
Local Transport Fund	-	337		337
Local Transport Plan	-			-
Monitoring and Evaluation Framework	34		32	66
P'boro Station Quarter SOBC	-		175	175
Public Transport: Bus Service Operator Grant	-	411		411
Public Transport: Concessionary fares	8,915	-70		8,845
Public Transport: Contact Centre	286			286
Public Transport: RTPI, Infrastructure & Info	221			221
Public Transport: S106 supported bus costs	-			-
Public Transport: Supported Bus Services	3,422			3,422
Public Transport: Team and Overheads	456			456
Natural Cambridgeshire	-	70		70
Total Delivery and Strategy	13,334	744	1,265	15,342
<u>Housing</u>				
CLT	70			70
Affordable Housing Programme Revenue Costs	443			443
Total Housing	513	-	-	513
Total Workstream Expenditure	51,887	6,016	7,938	65,841
Total Revenue Expenditure	58,337	6,016	7,953	72,306

Appendix 6 - Proposed 2022-23 Capital programme

	MTFP Budget £'000	Adjustments £'000	Proposed Slippage £'000	July Budget £'000
Business and Skills				
Barn4 specialist growing facilities	-	400	-	400
Cambridge Biomedical MO Building	-	-	185	185
Cambridge City Centre	-	-	481	481
Expansion of Growth Co Inward Investment	-	400	-	400
Fenland Hi-tech Futures	-	400	-	400
GSE Green Home Grant Capital Programme Ph 2	21,840	-	28,144	49,984
GSE Green Home Grant Capital - LAD 3	73,675	-	-	73,675
GSE Green Home Grant Capital - HUG 1	29,610	-	-	29,610
Illumina Accelerator	1,000	-	700	1,700
Market Towns: Chatteris	-	-	596	596
Market Towns: Ely	344	-	391	735
Market Towns: Huntingdon	-	-	391	391
Market Towns: Littleport	-	-	-	-
Market Towns: March	1,550	-	518	2,068
Market Towns: Ramsey	295	-	705	1,000
Market Towns: Soham	470	330	94	894
Market Towns: St Ives	-	-	433	433
Market Towns: St Neots	921	-	220	1,141
Market Towns: Whittlesey	500	-	414	914
Market Towns: Wisbech	399	-	348	746
South Fen Business Park	-	-	946	946
St Neots Masterplan	95	-	120	215
Start Codon (Equity)	-	-	1,475	1,475
The Growth Service Company	4,250	-	885	5,135
University of Peterborough Phase 3	2,000	-	-2,000	-
Total Business and Skills	136,949	1,130	35,044	173,122

	MTFP Budget £'000	Adjustments £'000	Proposed Slippage £'000	July Budget £'000
<u>Delivery and Strategy</u>				
A10 Dualling	4,000	-	-7	3,993
A1260 Nene Parkway Junction 15	5,000	-	3,011	8,011
A1260 Nene Parkway Junction 32/3	-	-	27	27
A16 Norwood Dualling	-	-	227	227
A505 Corridor	-	-	134	134
CAM Delivery to OBC	-	-	150	150
Care Homes Reterofit Programme	-	500	-	500
Coldhams Lane roundabout improvements	-	-	234	234
Digital Connectivity Infrastructure Programme	1,500	-	618	2,118
Ely Area Capacity Enhancements	-	-	124	124
Fengate Access Study - Eastern Industries Access - Phase 1	-	-	109	109
Fengate Access Study - Eastern Industries Access - Phase 2	-	1,342	-	1,342
Fletton Quays Footbridge	-	465	-	465
Local Highways Maintenance & Pothole (with PCC and CCC)	27,695	-	-	27,695
Logan's Meadow Nature Reserve	-	250	-	250
King's Dyke	-	-	1,109	1,109
March Junction Improvements	-	-	2,493	2,493
Net Zero Villages Fund	-	750	-	750
Peterborough Green Wheel	-	250	-	250
Regeneration of Fenland Railway Stations	-	-	-	-
Soham Station	4,000	-	-1,732	2,268
Transport Modelling	-	-	740	740
Wisbech Access Strategy	-	-	1,573	1,573
Wisbech Rail	-	-	241	241
ZEBRA capital funding	-	5,988	-	5,988
Total Delivery and Strategy	42,195	9,545	9,051	60,791

	MTFP Budget £'000	Adjustments £'000	Proposed Slippage £'000	July Budget £'000
<u>Housing</u>				
Affordable Housing Grant Programme	21,934	-	-	21,934
Housing Investment Fund - contracted payments	6,456	-	-	6,456
Total Housing	28,389	-	-	28,389

	MTFP Budget £'000	Adjustments £'000	Proposed Slippage £'000	July Budget £'000
<u>Corporate Services</u>				
ICT Capital Costs	42	-	-	42
Office Fit-out costs	-	200	-	200
Total Corporate Services	42	200	-	242

Total Capital Programme	207,575	10,875	44,094	262,544
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Appendix 4: Detailed Explanations of Material Variances

Corporate Services - Revenue

1. Corporate Services – Staffing			
2021-22 Budget	£2,031k	Variance	£294k
Outturn Expenditure	£2,325k	Requested Slippage	-
		Saving/Overspend	£294k
<p>The Corporate Services Staffing overspend for 2021/22 is due mainly to additional resources required to support increased level of activity in the legal and governance teams and in Human Resources. The increased activity includes supporting an organisational wide governance review and the expansion of activities of subsidiary companies and in grant funded delivery teams including legal and HR support to the expanding net zero hub.</p> <p>The future resource requirements of all Corporate Services will be reviewed as part of the ongoing Even Better transformation programme.</p> <p>Additional costs will be recharged to ring-fenced budgets and to subsidiary companies as allowable administration overheads and through company service level agreements, where applicable.</p>			

2. Housing - Staffing			
2021-22 Budget	£569k	Variance	-£133k
Outturn Expenditure	£436k	Requested Slippage	-
		Saving/Overspend	-£133k
<p>The underspend in Housing staffing costs for the year is due to the reduction in the activities of the team, in particular those relating to Community Land Trusts. The Board will consider the ongoing future Housing activities of the Combined Authority which will determine future resource requirements.</p>			

3. Corporate Accommodation Costs			
2021-22 Budget	£300k	Variance	-£269k
Outturn Expenditure	£31	Requested Slippage	-
		Saving/Overspend	-£269k
<p>The underspend on the Corporate Accommodation costs is due to the fact we did not sign a new lease for accommodation as was originally expected. This was due to the continued impact of the Covid 19 pandemic which resulted in the decision to continue to work from home.</p> <p>The amount actually spent was due to the need to provide occasional rental of office space for face to face meetings (when government guidance</p>			

allowed for this) and to provide office equipment to be provided for employees working from home e.g. chairs and stationery.

4. Committee/Business Board Allowances

2021-22 Budget	£144k	Variance	-£118k
Outturn Expenditure	£26k	Requested Slippage	-
		Saving/Overspend	-£118k

Following a Business Board recommendation, 75% of their remuneration and expenses were funded in 2021/22 by the Local Growth Fund (LGF) topslice, rather than by Enterprise Zone receipts which was the original budget assumption. As LGF funds will not be available to support these costs going forward, this represents a one year only saving against this budget line.

5. Interest Receivable on Investments

2021-22 Budget	-£231k	Variance	-£241k
Outturn Income	-£472k	Requested Slippage	-
		Saving/Overspend	-£241k

Interest rates increased significantly during the course of the 2021/22 financial year, and have continued to rise in the first quarter of the new financial year. This has had a positive impact on interest earned on cash balances.

6. Internally Recharged Grant Funded Staff

2021-22 Budget	-£2,521k	Variance	-£539k
Outturn Income	-£3,060k	Requested Slippage	-
		Saving/Overspend	-£539k

There has been an increase in the recharge of staff time and cost to ring-fenced and separately funded activities. This partially explains the increase in Corporate Services staffing charges (as indicated in the adverse Corporate Services – Staffing cost variance), but more significantly is due to the higher than expected recharge to Energy/Net Zero workstreams.

7. Externally Recharged Staff

2021-22 Budget	-£733k	Variance	£232k
Outturn Income	-£541k	Requested Slippage	-
		Saving/Overspend	£232k

Overall, there was a reduction in the amount of staff time that was recharged to subsidiary company activities. Whilst there was an increase in support provided to the companies engaged in the building of the phased developments of the University of Peterborough, there was reduced activity supporting OneCAM.

Delivery and Strategy – Revenue

8. Passenger Transport – Concessionary Fares			
2021-22 Budget	£9,129k	Variance	-£551k
Outturn Expenditure	£8,544k	Requested Slippage	-
		Saving/Overspend	-£551k
<p>When the budget was set, DfT had not published guidance around reimbursing operators for 2021/22. As such, a contingency amount was included in the budget for factors such as contract inflation that subsequently wasn't required when guidance became available, as DfT instructed that payments remain at pre-covid levels with no inflationary increase applied.</p> <p>Year-end surpluses and deficits across all Transport Levy funded workstreams will be held within a transport levy reserve and taken into account when setting the 2023-24 levy for the area.</p>			

9. Bus Review Implementation			
2021-22 Budget	£1,842k	Variance	-£1,118k
Outturn Expenditure	£724k	Requested Slippage	£1,008k
		Saving/Overspend	-£110k
<p>This budget line supports five 'experimental' (i.e. new, rather than existing) bus services with current contracts let to the end of March 2023 along with funding the work on analysing the case for franchising or an enhanced partnership with our local bus operators.</p> <p>The 5 services supported by this line are: 905 Cambourne-Cambridge Science Park 29 Serpentine Green – Peterborough Hospital V2 St Ives – Chatteris – March X3 Huntingdon – Cambourne – Addenbrookes Ting – West Huntingdonshire DRT (Demand Responsive Transport)</p> <p>The rationale for service contracts covering two years is to give passengers, and intending passengers, greater confidence in the reliability of bus services; and to reduce tendering costs for each service.</p> <p>Ting was initially let for 6 months, extendable by 3+3 months and is now being retendered on a 1 + 1 + 1 year basis. The short initial contract was designed to trigger savings if passenger numbers were too low to sustain the service.</p>			

As the services are contracted till March 2023 there is a contractual need to carry forward the budget in order to continue to deliver the bus routes.

It is expected to close out the experimental funding and move some or all of these experimental services into the overall list of bus services supported by CPCA (within the passenger transport budget area) at the end of the new financial year.

The other reason for the underspend against budget in 2021-22 is the pausing of the review of bus services with regard to the potential for franchising or an enhanced partnerships approach. This work is expected to re-commence in 2022-23.

Delivery and Strategy – Capital

10.A1260 Junction 15			
2021-22 Budget	£3,222k	Variance	-£3,011k
Outturn Expenditure	£211k	Requested Slippage	£3,011k
		Saving/Overspend	-
<p>The £3m variance and carry forward from 2021/2 to 2022/3 is due to construction delays as a result of roadspace booking issues.</p> <p>Construction was originally scheduled for February 2022 (with some site clearance beginning in January). Following the submission of the Full Business Case (with construction programme) in November 2021, National Highways booked nearby roadspace to undertake a bridge replacement scheme, meaning that Peterborough City Council (PCC) were unable to secure a roadspace booking to construct Junction 15 as planned. The National Highway works had not been communicated in advance and were not expected on site during the Junction 15 delivery period. A change request for the delay of programme was approved internally in February 2022.</p> <p>Talks with National Highways and PCC's Network Management Team identified a new provisional start date of 20th May 2022, with a 42-week construction programme. Construction is now in progress.</p>			

11.A1260 Junction 32/2			
2021-22 Budget	£239k	Variance	-£27k
Outturn Expenditure	£212k	Requested Slippage	£27k +
		Saving/Overspend	£5,030k STA
			-

The subject to approval slippage of £5m is due to programme delays to A1260 Junction 15 as this A1260 Junction 32/3 project cannot begin until Junction 15 has been constructed due to the congestion it would cause.

The project is currently at Full Business Case stage and it is expected to go to January 2023 Combined Authority Board meeting for approval of funds for construction. Construction is expected to begin in February/March 2023.

12. Coldham's Lane Roundabout Improvements

2021-22 Budget	£234k	Variance	-£234k
Outturn Expenditure	-	Requested Slippage	£234k + £2,200k STA
		Saving/Overspend	-

The variance against budget in 2021-22 has resulted from the project being placed on hold, as approved by Transport & Infrastructure Committee in November 2020, until such time as funding becomes available to bridge the gap between budget and cost of the proposed options that Committee considered offered the best value for money.

The budget remains in place as the project has been paused rather than withdrawn.

13. Digital Connectivity

2021-22 Budget	£3,139k	Variance	-£1,875k
Outturn Expenditure	£1,264k	Requested Slippage	£618k
		Saving/Overspend	-£1,257k

The Digital Connectivity Infrastructure programme reduced its forecast spend for 2021/22 by £1.875m. Of this, £618,000 is requested to be carried forward from 2021/22 to future years 2022-2025, and £1.213m is saving.

The carry forward is from 3 strands of the Digital Connectivity Programme, this is Full Fibre, Mobile and Smart.

The Fibre workstream has carry forward of £400,000 for rural gigabit vouchers. The delayed spend is a result of the government temporarily suspending rural gigabit vouchers during the project Gigabit procurement phase (for which the CPCA area is an early government pilot). Of the £400,000, £120,000 has been committed as of March 2022 but had not been spent as projects can take time to deliver and therefore it had not been claimed for it, and the other £280,000 is to continue the scheme to provide future facing connectivity in small rural settlements and very remote (hard to reach) areas.

The mobile workstream has carry forward of £200,000, this is due to delays in appointing a planning specialist to facilitate planning permissions for where telecoms improvements have been refused therefore hampering better connectivity, this is therefore due to scheme delay.

The smart workstream has carry forward of £18,000, this is also related to project delays of flood sensors and travel screens.

There was also £1.2m saving on digital connectivity. Of which, £1m was due to National Highways rejecting funds for ducting on the A428. At its meeting on 30 March 2022, the Combined Authority Board agreed that this decision by National Highways should be challenged. Following this the Mayor, on behalf of the Combined Authority Board, wrote to the Minister of State for Media, Data, and Digital Infrastructure and the Parliamentary Under Secretary of State for the Department for Transport. The letter stated that as a Combined Authority, we believe this is a missed opportunity that would help to meet Government's targets to deliver gigabit-capable fibre connectivity across the UK, while also providing legacy community benefits from road upgrade schemes, and that we hope that they will consider a more collaborative pan Government approach for forthcoming schemes and work with Combined Authorities to enable widespread digital delivery.

The other £200,000 saving is made up of procurement savings of £129,226 from the Smart workstream, £68,125 from the Fibre workstream and £15,923 from the Keeping Everyone Connected workstream.

In January 2022 CA Board approved £4.5m budget from the subject to approval line in the Medium-Term Financial Plan for 2022/23 to 2024/25. This funding has been fully forecasted and plans are being put in place to ensure effective delivery.

14. King's Dyke

2021-22 Budget	£7,589k	Variance	-£1,109k
Outturn Expenditure	£6,480k	Requested Slippage	£1,109k + £2,100k STA
		Saving/Overspend	-

The King's Dyke crossing budget included a provision for risk. The risk element of the project will not be known until the completion of the project, when the final account is settled. This has resulted in an underspend against the 2021-22 budget.

The variance between the forecast expenditure as per the March 2022 report and the final outturn expenditure figure relates to construction changes around the Star Pit area of the crossing, which has resulted in additional works. It was anticipated that these works would be completed by the end of 2021-22, but this slipped into 2022-23.

Carry forward of the underspend into 2022-23 will make funds available to manage any risks that may emerge in 2022-23 pending outcome of the Star Pit additional works.

15. March Area Transport Study			
2021-22 Budget	£3,624k	Variance	£2,493k
Outturn Expenditure	£1,131k	Requested Slippage	£2,493k + £1,228k STA
		Saving/Overspend	-
<p>March Area Transport Study project comprises 2 elements – the Major Highways Scheme and Quick Wins:</p> <ul style="list-style-type: none"> • Quick Wins <ul style="list-style-type: none"> ▪ 2021-22 approved budget of £1.3m ▪ spend £0.5m ▪ underspend of £0.8m • Major Highways Project <ul style="list-style-type: none"> ▪ 2021-22 approved budget of £2.3m ▪ spend £0.6m ▪ underspend of £1.7m <p>March Area Transport Study had an underspend of £2.493m re OBC/preliminary design, for a number of reasons:</p> <p><i>Major Highways Project</i></p> <ul style="list-style-type: none"> • Milestone identified cost savings on some of the schemes, which resulted in lower costs billed than originally quoted and budgeted • Preliminary design of the Northern Industrial Link Road could not be completed due to difficulty obtaining access to Network Rail land to undertake surveys. This scheme is still at preliminary design stage, while the others have moved on to detailed design. • Consultation at OBC stage was not carried out, although budgeted for. The Project Board agreed on 20 May 2021 to defer this to the FBC/detailed design stage. • Many contingency and risk costs did not materialise • CCC officer staff time requirements, and hence costs, were lower than estimated at the outset <p><i>Quick Wins</i></p> <ul style="list-style-type: none"> • Delays in the commencement of the Quick Wins schemes due to capacity issues – slippage into 2022-23 • Due to the delay in commencement, less CCC officer staff time has been utilised, and therefore charged, than forecast for the year. <p>The reasons for the variance between the forecast expenditure in the March report of £2.083m and the final outturn figure of £1.131m are as follows:</p>			

- Risk budget of £300k not forecast as likely to be unspent during the year
- Reallocation of £350k to Broad Street and Peas Hill anticipated in 2021-22 but slipped into 2022-23
- Walking and cycling strategy works were anticipated to commence in 2021-22 and forecast as such. These works will not commence until early 2022-23
- Delays to Quick Wins projects during the year – expectation that work would take place in latter stages of year and forecast as such. These works have not been completed and will take place in early 2022-23.

The underspend was requested to be moved to the next financial year for the project and some of it has approval for spend as below:

- £180,000 MATS Broad Street Early release of funds
- £60,000 MATS Peas Hill for preliminary design of the signalised Hostmoor Avenue junction
- £40,000 MATS Broad Street Monitoring and Evaluation
- £500,000 MATS Broad Street Advanced construction funding for utility diversions (from FHSF and needs repaying after FBC)

The Full Business Case (Broad Street) is planned to go to board in Jan 2023.

16. Regeneration of Fenland Stations

2021-22 Budget	£2,610k	Variance	-
Outturn Expenditure	£2,610k	Requested Slippage	£674k STA
		Saving/Overspend	-

Forecast expenditure as per the March 2022 report was £2.657m. The final outturn expenditure was £2.610m, a variance of £47k. Initial indications of spend received during March were used to forecast expenditure for the March report. These were later updated for Whittlesea SOBC being anticipated to be completed in early 2022-23 and this was reflected in the final outturn position by a slight reduction in spend for 2021-22.

Drawdown of part of the subject to approval budget of £0.674m will be required in 2022-23 for the completion of works on the scheme.

17. Soham Station

2021-22 Budget	£9,244k	Variance	£1,732k
Outturn Expenditure	£10,975k	Requested Slippage	-£1,732k
		Saving/Overspend	-

Station opened in December 2021, 6 months ahead of schedule. The completion of the majority of works earlier than planned did not align with the profiling of the budget across financial years 2021-22 and 2022-23. Spend in 2021-22 exceed the 2021-22 budget by £1.732m.

Spend remains within budget across the two years 2021-22 and 2022-23, and a substantial saving on the programme as a whole is anticipated.

The variance between the forecast expenditure as per the March 2022 report and the final outturn expenditure figure relates to contractor costs that were anticipated to be due in early 2022-23. These works that were completed ahead of schedule and billed in late 2021-22.

18. Transport Modelling			
2021-22 Budget	£750k	Variance	-£740k
Outturn Expenditure	£10k	Requested Slippage	£740k
		Saving/Overspend	-
<p>The Transport Modelling budget was established to fund consultancy work to support the development of a regional transport model. An initial study was undertaken to consider the scope. However, in response to the inclusion of a larger, multi-year budget for a transport model within the MTFP, a paper is being developed proposing that the scope be changed from a Transport Model to the development of a data centre across all partners, for the benefit of modelling across all disciplines to include transport, housing, economy, education, retail, and leisure. The underspend for 2021-22 has arisen as a direct result of the emergence of the new proposal.</p> <p>The carry forward of £740k would enable the development of a region-wide Transport Model in addition to the proposed data spend.</p>			

19. Wisbech Access Strategy			
2021-22 Budget	£2,739k	Variance	-£1,573k
Outturn Expenditure	£1,166k	Requested Slippage	£1,573k
		Saving/Overspend	-
<p>The project budget was intended to fund phase 1 of a 3-phase programme. Completion of the purchase of several parcels of land by the land agents was expected to take place within 2021-22. Completion of these purchases was delayed and not finalised within 2021-22. Carry forward of unspent budget in 2021-22 has been requested to fund the expected completion of the securing of land for the scheme in early 2022-23.</p> <p>The variance between the forecast expenditure as per the March 2022 report and the final outturn expenditure was related to the purchase of land. It was not known until the late stages of 2021-22 that the land purchases were unlikely to complete within the year, following the death of one landowner and protracted negotiations with the other landowners.</p>			

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20. Wisbech Rail			
2021-22 Budget	£306k	Variance	-£241k
Outturn Expenditure	£65k	Requested Slippage	£241k + £2,688k STA
		Saving/Overspend	-
<p>The variance between budget and outturn for 2021-22 has resulted from resourcing problems at Network Rail. This created delays in getting an agreement in place and for the preparation of the engineering and modelling review report to consider light rail options.</p> <p>The variance between the forecast expenditure in the March 2022 report of £0.195m and the final outturn figure of £0.130m relates to lower than anticipated Network Rail management costs being notified to CPCA at year-end.</p>			

Business and Skills – Revenue

21. AEB programme (combined)			
2021-22 Budget	£14,128k	Variance	-£1,938k
Outturn Expenditure	£12,189k	Requested Slippage	£285k
		Savings/Overspend	-£1,653k
<p>A large amount of work is being carried out with both existing and potential providers to improve the delivery of the various projects within the programme, and whilst improvements are being made, these will not necessarily impact the current fiscal year. They will, however, improve the academic year outturn.</p> <p>Some of the actions that are being implemented to reduce the underspend, particularly by the end of the academic year include:</p> <ul style="list-style-type: none"> - Inviting providers to submit cases for in-year 'growth' and increasing grant and contract values where realistic proposals have been agreed. £0.5m of additional funding has been approved for in-year growth. - Introducing a new grant-funded adult learning institute, the Workers Education Association (WEA) in-year to commence delivery from March. - Payments for level 3 courses to grant providers are made in arrears. - We expect to increase the number of Independent Training Providers, through our upcoming commissioning round from eight to at least 15 for the 2022/23 academic year. Doubling the capacity and funding that is contracted 			

The funding for AEB is ring-fenced, and whilst it is not ideal that there will be an underspend, this funding will be held in a ringfenced reserve available in future fiscal years to ensure it is spent on learners in our region.

22. Digital Skills Bootcamp (Wave 2)

2021-22 Budget	£1,826k	Variance	-£1,785k
Outturn Expenditure	£41k	Requested Slippage	£1,785k
		Increase/Decreased income	-

As reported to the March Skills Committee, a change control notice was agreed with the Department for Education (DfE) which allowed enrolment of students to continue later into the year as 80% of course delivery could continue into 2022-23.

As payments to providers are made after the courses complete, and in line with payment milestone evidence, payments against this budget are expected to continue until December 2022.

Based on enrolments to the end of March Combined Authority have committed £1.4m against the total allocation of £1.8m; as a fully grant funded project any underspend will result in less funding being drawn down from DfE and so has no effect on the wider Combined Authority budget.

As the Combined Authority submits claims for this grant in arrears the grant income associated with this project is also now expected in 2022-23.

23. Enterprise Zone Receipt income

2021-22 Budget	-£1,209k	Variance	£682k
Outturn Income	-£527k	Requested Slippage	-
		Increase/Decreased income	£682k

The variance on the Enterprise Zone receipts line is due to a change in accounting treatment. The £682k income shown as a variance for 21-22 will be received in arrears during 22-23 and should not have been included in the 21-22 budget here. This income is therefore still expected to be received and does not represent a gap in the enterprise zone receipt budget.

24. Greater South-East Net Zero Hub revenue budgets (Combined)

2021-22 Budget	£4,092k	Variance	-£2,323k
Outturn Expenditure	£1,769k	Requested Slippage	£2,319k
		Saving/Overspend	-

Due to the necessary focus on recovery of the GHG Phase 2 programme, resources have not been available to deliver on the other, less time-critical workstreams, resulting in underspends on the Net Zero Investment Design,

LAD 3, Home Improvement Grant, and Public Sector Decarbonisation budgets.

The funding for these workstreams is ringfenced and can be spent in 2022-23, so carry forward of the underspends is being requested from the Combined Authority Board.

25. Growth Co Services inc Growth Hub			
2021-22 Budget	£3,223k	Variance	-£1,605k
Outturn Expenditure	£1,619k	Requested Slippage	£1,605k
		Saving/Overspend	-
<p>The lower than forecast expenditure on Growth Co Services is predominantly due to the ERDF grant funded programme delivered via the Growth Co being behind profile, this is something Growth Co Board and Officers in the CPCA are fully aware of and are taking actions to address.</p> <p>A recent external audit of the ERDF nudge grants found the processes / procedures in place with the Consortia delivery partner were compliant and the number of grant offer letters with businesses is in line with the forecast.</p> <p>From analysis it appears client journeys are taking 9 - 10 months to complete, rather than the estimated 6 months, so this will account for some of the lag between forecast and actual spend.</p> <p>As the contract is only 18 months into its 3-year tenure (31st December 2023), there are no reasons at this point to suggest the performance of ERDF won't be achieved. The ESF grants are only slightly behind profile and the Consortia partner is already producing a Project Change Request (PCR) to reflect this.</p>			

Business and Skills – Capital

26. Green Home Grant Capital Programme Ph 2			
2021-22 Budget	£31,500k	Variance	-£28,144k
Outturn Expenditure	£3,356k	Requested Slippage	£28,144k
		Saving/Overspend	-
<p>In the report to the January meeting of the Combined Authority Board, dependencies were outlined that would need to be met to deliver the £31.5m 2021/22 forecast:</p> <p>A) Securing sufficient installers to deliver the energy efficiency measures (first mini competition on the installer DPS closed 14th January)</p>			

- B) Achieving sufficient take up by eligible households.
- C) Reaching agreements with a range of local authorities and Housing Associations to allocate grant funding to deliver local projects.
- D) The capability and capacity of Warmworks (our only Managing Agent) to increase delivery from £23.3m to £36.9m.

The underspend against this profile was due to dependency A) not being met:

11 installers were successful in the first mini competition, however 9 failed quality assessment. Which heavily impacted delivery in the final quarter of 21-22.

To address this, further mini competitions have been run and there are now 31 installers working on the scheme and there are 56 installers on the DPS – these enable a greater rate of delivery moving forward but were not in place to deliver before March 2022.

The reduced delivery expectation due to the lack of high quality installers was reflected in the LAD2 Recovery Plan, submitted to BEIS in March, which contained a forecast programme spend of £11.5m.

The project had sufficient referrals to deliver the target capital spend, however, the constraining factor remains supply chain capacity and to a lesser degree retrofit Assessor and Coordinators. These constraints will mean that the pipeline of referrals will not be delivered by the end of September (funding period for LAD2), it is estimated that the target spend could be delivered between September to December.

To mitigate the impacts on households signed up to the scheme, the Managing Agent is running additional mini competition for installers The Net Zero Hub request for the extension of the LAD2 beyond September 2022, to run concurrently with Sustainable Warmth, was not approved.

A supply chain intelligence and skills need study is currently in procurement, the outcomes of this study will support Local Enterprise Partnerships and local authorities to develop strategies and plans for the long-term sustainable growth of the sector.

There is a detailed report on the LAD2 and sustainable warmth programmes on the forward plan for the next meeting of the Combined Authority Board.

27. Market Towns – Chatteris			
2021-22 Budget	£1,000k	Variance	-£596k
Outturn Expenditure	£404k	Requested Slippage	£596k
		Saving/Overspend	0
The delay on delivery of the Chatteris Town Centre Renaissance Fund and			

Museum & Community Space project is due to contract documentation taking longer than was anticipated to be completed. This is now in place and delivery of the programme is underway with revised spend and project completion by the end of April 2023.

28. Market Towns – March

2021-22 Budget	£550k	Variance	-£518k
Outturn Expenditure	£32k	Requested Slippage	£518k
		Saving/Overspend	0

The delay on delivery of the March programme is due to contract documentation taking longer than was anticipated to be completed. This is now in place and delivery of the programme is underway with revised spend and project completion by March 2023

29. Market Towns – Ramsey

2021-22 Budget	£705k	Variance	-£705k
Outturn Expenditure	£0k	Requested Slippage	£705k
		Saving/Overspend	0

The project in Ramsey involves the purchase of a capital asset (the former Lloyds TSB bank building).
Concluding the negotiation for the purchase has taken a few months longer than was anticipated however the contracts are now in place for the purchase and the project is therefore anticipating drawdown of their total funding by the end of December 2022.

30. Illumina Accelerator

2021-22 Budget	£1,000k	Variance	-£700k
Outturn Expenditure	£300k	Requested Slippage	£700k
		Saving/Overspend	0

Applications to the Illumina Accelerator programme have been affected by the global COVID pandemic, resulting in only 3 SMEs joining the programme who were in need of the £100k seed funding rather than the forecast 10.

As the impact of COVID globally is reducing the accelerator is proving very popular, buoyed by the positive publicity from the first rounds which now have companies graduated and succeeding so are anticipating that there will be full uptake going forward.

The programme was always intended to extend beyond the end of the CPCA funding as other investors joined at the same point and their funding will continue, as such the £700k unspent in 21-22 will be used to support future

SMEs through the accelerator programme.

31. South Fen Business Park			
2021-22 Budget	£997k	Variance	-£946k
Outturn Expenditure	£51k	Requested Slippage	£946k
		Saving/Overspend	0
<p>The delivery of the Business Park has been delayed while the planning process was resolved. As part of this the scope of the project has been increased which will result in a larger number of units being built at no additional cost to the Combined Authority.</p> <p>The project's current end-date is August 2022, which it will not meet. However construction will have commenced by this date and the project is in the process of submitting a variation request, but is currently waiting on confirmation of the revised practical completion date.</p>			

32. Start Codon			
2021-22 Budget	£2,226k	Variance	-£1,475k
Outturn Expenditure	£751k	Requested Slippage	£1,475k
		Saving/Overspend	0
<p>This project is the Combined Authority's contribution to a larger fund managed by Start Codon which invests in high growth potential SMEs in the life science and healthcare sectors. As a managed fund investments are made as and when appropriate companies are identified by the fund managers.</p> <p>The fund has a 5-year investment period ending in January 2025, as such payment from the Combined Authority to the fund (drawdowns) will be spread over this time period.</p> <p>The profile which was included for 2021-22 was overly front-loaded and a revised drawdown profile is being established with the fund manager and will result in an updated budget profile being brought to Board for approval.</p> <p>The fund managers are confident that the fund will develop a portfolio to the full value of the fund within the investment period, and the Combined Authority is contractually committed to it's contribution so the budget is requested to be carried forward pending the updated profile.</p>			

Housing - Capital

33. Affordable Housing Grant Programme

2021-22 Budget	£25,119k	Variance	-£5,041k
Outturn Expenditure	£20,078k	Requested Slippage	£5,041k
		Saving/Overspend	-
<p>There was the underspend due to 3 projects in the programme not progressing by end March 2022. Most of the issues were due to Covid delays, contractual issues, planning issues and construction cost inflation making schemes unviable at the last minute as tenders were received well above developers expectations.</p> <p>The 3 major schemes were :</p> <p>Rear of High Street, Stilton – grant was £1.57m – contractual, planning and construction cost issues.</p> <p>Rear of High Street, Needingworth – grant was £1.775m – contractual issues.</p> <p>Gloucester Centre, grant was £1.438m -found that they would require more grant due to the level of the final construction cost tender returns so project was put on hold whilst reviewing contractor procurement.</p>			

34. Housing Investment Fund			
2021-22 Budget	£11,841k	Variance	-£2,211k
Outturn Expenditure	£9,630k	Requested Slippage	£2,211k
		Saving/Overspend	-
<p>The forecast has reduced due to updated drawdown forecasts for the affordable housing loans, reflecting the impact of Covid related delays.</p> <p>On the MOD Ely scheme spend has reduced as some of the units are now being sold without refurbishment.</p> <p>Drawdowns on the loan scheme at Histon Road in Cambridge are slightly behind original projections, reflecting impact of the supply of skills and materials. The original practical completion date for October 2022 is now expected to be early 2023.</p> <p>All loans are being closely monitored and are anticipated to be repaid within terms of the current loan agreements.</p>			



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.1

Recycled Local Growth Fund (LGF) Project Funding Awards: MDN 38-2022

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Jodie Townsend, Interim Head of Governance

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

Note Mayoral Decision Notice MDN38-2022: Recycled Local
Growth Fund (LGF) Category 2 funding approval

Voting arrangements: To note only. No vote required.

1. Purpose

- 1.1 To notify the Board of Mayoral Decision Notice (MDN) MDN38-2022 recording the decision taken by the Mayor on 30/06/2022 to approve funding of £4,397,093 awarded from the Recycled Local Growth Fund to projects recommended by the Business Board.

2. Background

- 2.1 Business Board met on the 24th June 2022 to decide which project applications should be recommended for award of funding from this tranche of Recycled Local Growth Fund, following an open call for projects as per the Assurance Framework.
- 2.2 The Mayor, using his General Power of Competence, approved the recommendations of the Business Board on behalf of the Combined Authority Board following consultation with Members at a Leaders Strategy Meeting on 22 June 2022.
- 2.3 The use of a Mayoral Decision Notice to approve these recommendations from the Business Board was undertaken because of critical bidding deadlines for project applicants who were seeking to use the recycled LGF as match funding in national bidding competitions, for example the Levelling Up Fund bid submission date of 6th July and the next Combined Authority Board being on 27th July. Leaders were all content for the Mayor approve the recommendations from the Business Board via a Mayoral Decision Notice.

Significant Implications

3. Financial Implications

- 3.1 None from this report.
- 3.2 The MDN 38-2022 published on the Combined Authority website outlines the financial implications from the decision.

4. Legal Implications

- 4.1 The Mayor has made the decision using General Power of Competence as laid out in the Combined Authority Constitution at Chapter 3 Paragraph 1.5.
- 4.2 The MDN 38-2022 published on the Combined Authority website outlines the legal implications from the decision.

5. Public Health Implications

- 5.1 None.

6. Environmental and Climate Change Implications

- 6.1 None.

7. Appendices

7.1 Appendix 1 – MDN 38-2022

8. Background Papers

8.1 [Business Board report - Item 2.1 - 24 June 2022](#)

DECISION NOTICE - MAYORAL

To grant a permission or a licence, affect the rights of individuals, to award a contract or incur expenditure over £250k, to amend budgets, or apply a Key Decision over £500k.

DECISION INFORMATION		
1. DECISION TITLE	Recycled Local Growth Fund (LGF) Category 2 funding approval	
2. DECISION No.	MDN38-2022	
3. DECISION DATE	30 June 2022	
4. FORM AUTHOR	Name: Steve Clarke Title: Senior Responsible Officer LGF, Market Insight & Evaluation Email: steve.clarke@cambridgeshirepeterborough-ca.gov.uk	
5. DESCRIPTION OF DECISION	1. To approve the recommendations of the Business Board as set out under section 10 below on behalf of the CA Board following consultation with them at the Leaders Strategy Meeting of 22 nd June 2022.	
6. AUTHORITY FOR DECISION	1. Chapter 3 Paragraph 1.5 – General Power of Competence by the Mayor	
7. DECISION TYPE	Mayoral	
8. DECISION OWNER	Dr Nik Johnson, The Mayor of Cambridgeshire and Peterborough	
9. KEY DECISION INFORMATION	FORWARD PLAN DATE	30 May 2022
	FORWARD PLAN NUMBER	KD2022/026
	DATE OF DECISION	On or after 28 June 2022
	DATE REPORT PUBLISHED	
	APPROVAL HYPERLINK	
	IMPLEMENTATION DATE	06/07/2022
	EXEMPT INFO/ ANNEX	Funding applications and due diligence reports
DECISION OVERVIEW – to be completed by Project Owner for all Decisions		

DECISION NOTICE - MAYORAL

To grant a permission or a licence, affect the rights of individuals, to award a contract or incur expenditure over £250k, to amend budgets, or apply a Key Decision over £500k.

<p>10. SUMMARY OF REQUIREMENTS</p>	<p>The Mayor on behalf of the Combined Authority, and having consulted with the Combined Authority is formally approving the Business Board recommendations as set out below:</p> <p>a) Approve allocation of Local Growth Fund recycled funds</p> <p>b) In consultation with the Combined Authority Board, approve the award and payment of £4,397,093 unallocated recycled local growth funds to the following projects:</p> <ul style="list-style-type: none"> Grant Funding payment of £2million for the Net zero Training centre project - Wisbech A revised Grant Funding offer of £200,000 payment for the Mega Factory project, Shared Medtech facility for SMEs – Peterborough – subject to repatriation and availability of LGF funds Grant Funding payment of £397,093 for the Student Space Project 1st phase of net zero skills centre – Peterborough – subject to repatriation and availability of LGF funds Delegate authority to the Chief Finance Officer, in consultation with the acting Chair of the Business Board and the Monitoring Officer, to award payment of the remaining £1.8million requested funding for the Mega Factory project, subject to repatriation of LGF funds, and subject to the applicant securing the match funding required and a further external due diligence report being completed to confirm that the external appraisers proposed conditions have been met <p>Any offer and subsequent payment of Grant would be subject to the project applicants providing evidence that the match funding set out in their applications has been secured and any release of grant subject to the conditional requirements identified in the Combined Authority's' external appraiser report and included in the Grant Funding Agreement being discharged with Combined Authority Officers.</p>
<p>11. PROJECT BACKGROUND</p>	<p>Growth Deal and Growing Places funding was provided by the Government to local areas to invest in projects to create new jobs, increase productivity, and stimulate economic growth. A total of £146.7m was provided to this area. In previous funding rounds, loans were allocated to organisations and continue to be repaid. In addition, funds have been returned from projects that were halted for various reasons, giving the Business Board funds of c.£7m to allocate to projects in the medium term.</p> <p>The Business Board approved the strategy to utilise the recycled funds in November 2021, and in January 2022, the Combined Authority Board formally endorsed the Business Board recommendation on the criteria and approach to run two categories of Recycled LGF project calls:</p> <ul style="list-style-type: none"> Category One – a fund of about £1m (15% of total fund) Category Two – a fund of about £6m (85% of total fund) <p>A call for the first category one projects was conducted in February 2022, and the Business Board recommended the approval of £1.2m from the recycled fund to be utilised in funding projects that have applied to the category one call. As this is higher than £1m, the balance of funds available for category 2 projects is slightly reduced.</p>

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The summary below shows the balance on capital and revenue recycled funds over the next 5 years, including the £1.2m award recommended for funding by the Business Board at its meeting in May 2022 which was approved by the Combined Authority on the 27th June 2022, and assuming a £2.27m net receipt from the sale of iMET in 2022-23.

£'000	22-23	23-24	24-25	25-26	26-27
Capital closing balance	-6,572	-4,093	-4,615	-4,799	-4,983
Revenue closing balance	-345	-461	-551	-624	-691
Total closing balance	-6,916	-4,555	-5,166	-5,422	-5,674

After the current year, the Business Board's funds increase over time as loans continue to be repaid. Therefore, the Business Board needs to consider its cashflow and projects proposed spend profiles when awarding funds, as the whole of the £7m is not available immediately.

A call for project proposals in the second category against this recycled funding was launched on 5th April 2022, timed to link in with the Government's launch of the Levelling Up Fund call for projects. The call requested projects that were looking for match funding towards large capital projects.

The open call was advertised on the CPCA website and communication disseminated through key stakeholders including Business Board members and Economic Development Officer teams across the region with the link to the application forms and guidance. The details of the call can be viewed on the Local Growth Fund page of the Combined Authority website: [Local Growth Fund - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://cambridgeshirepeterborough-ca.gov.uk)

The process that has been undertaken to call, assess and approve projects has followed the CPCA Local Assurance Framework process in respect of the Local Growth Fund, and this has been with a 2 or 3 stage application process depending on value of applications:

- EOI – scored internally by officers
- Full Application – scored externally by independent due diligence provider.
- Applications over £500k were presented to an Entrepreneur Assessment Panel which also scored the applications.

We received nine applications, eight of which were evaluated internally by Combined Authority officers. One application did not meet the criteria set by the Business Board. Having no match funding, this application was passed to Growth Works to see if they were able to support the applicant.

The eight project proposals that have completed the independent external assessment were presented to the Business Board for consideration, and the Board approved proposals to be recommended to the Mayor, in consultation with the Combined Authority Board, for approval.

The Business Board was asked to consider the ranking scores of each of the projects to aid the decision making with project. Projects were also independently evaluated by our external appraisers, and this resulted in a recommendation decision which has been

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considered in parallel with the ranking scored process. Proposals that are 'not recommended' by external appraiser were proposed to not be recommended.								
Scoring								
Project Name	Internal	External	EAP	Average	Rank	Project Request	Recommendation	Recommended Allocation
Mega Factory	41%	55%	89%	62%	3	£2,000,000.00	Recommended initial allocation £200k - defer remaining to be awarded by delegated authority (ringfenced)	£200,000
Net Zero Training Centre	48%	82%	88%	73%	1	£2,000,000.00	Recommended full allocation	£2,000,000.00
5G Feasibility Study	42%	54%	0%	48%	8	£350,000.00	Not Recommended	
Produce Hub	44%	66%	76%	62%	2	£1,158,525.00	Deferred to next Business Board meeting	
Temp Officer/Incubator Space	38%	57%	76%	57%	5	£929,215.00	Not Recommended	
Station Quarter Improvements	41%	56%	70%	55%	7	£1,000,000.00	Not Recommended	
Student Space	47%	74%	0%	61%	4	£397,093.00	Recommended full allocation	£397,093
Gene Editing Facility	36%	57%	79%	57%	5	£1,096,000.00	Not Recommended	
								£2,597,093
<p>The total value of the projects being submitted for funding including the additional £1.8m delegated for the mega factory subject to match funding and additional due diligence is £4,397,093.</p> <p>The Mayor and Officers consulted with the Combined Authority Board members at the Leaders Strategy meeting held on the 22nd June 2022 on the recommendations that were published to be put forward to the Business Board and on the use of a Mayoral Decision Notice to approve those recommendations after the Business Board had held its meeting because of critical bidding deadlines for applicants. Leaders were all in favour for the Mayor</p>								

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	to give the final approval of the recommendations that were to come out of the Business Board meeting.	
12. FINANCE INFORMATION	VALUE OF DECISION	£4,397,093 - £2m approved unconditionally, £597k subject to further Business Board income materialising and £1.8m delegated for later officer decision.
	BUDGET CODE(S)	N/A - budget codes will be assigned to individual projects once approved
	BUDGET DESCRIPTION(S)	New budgets will be assigned to individual projects once approved, the funding for these projects will be from within the recycled growth funds.
	FUNDING TYPE	CAPITAL
	FUNDING APPROVAL	N/A this decision is for funding approval following a recommendation from the Business Board on the 24 th June.
	FUNDS AVAILABLE	£5,670,000
	OTHER COMMENTS	<p>The first table in section 11 shows the forecast Recycled Growth fund balances based on existing contracted loan repayments and project commitments as well as the repayment profile this would imply.</p> <p>It should be noted that there is always the possibility that loan repayments may not occur due to default, however, due diligence, including appraisals and financial data was undertaken before the loans were granted reducing this risk.</p> <p>Except for the initial £200k to support the Mega Factory, grants are to be offered on a percentage basis, i.e. if the Business Board is investing 20% of the total project cost then 20% of total spend to-date can be claimed in each claim subject to the maximums set out in the table above.</p>
13. PROCUREMENT CONSIDERATIONS	DIRECT AWARD JUSTIFICATION	N/A
	REGULATION RISKS	N/A
	VFM JUSTIFICATION	N/A

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14. LEGAL CONSIDERATIONS	LEGAL RISKS	The current risk is ensuring that all funds are repaid to the Business Board, however, the projected figures indicate that the risk is minimal and has been mitigated.
	CONTRACT/ GRANT INFORMATION	<p>The funds are recycled Local growth Fund monies that have previously been granted as loans and are being repaid over the next 7 years.</p> <p>The allocation of these recycled funds is now a local decision, this is being confirmed with Cities and Local Growth Unit.</p> <p>The standard Grant Funding Agreement will be used for the LGF recycled monies. This GFA stipulates the outcomes required and the timeframe for delivery.</p>
15. CONFLICTS OF INTEREST/ MITIGATION	None	
16. SUPPORTING DOCUMENTATION	Supporting documents can be found here: CMIS > Meetings	
17. CONFIDENTIAL INFORMATION	Business Board meeting papers included confidential exempt appendices which were excluded from publication because they contain confidential financial information about applicants and their organisations.	
DECISION APPROVAL/ CONSULTATION		
PROCUREMENT	NAME	N/A
	DATE	N/A
	COMMENT	N/A
FINANCE	NAME	Jon Alsop
	DATE	29 June 2022
	COMMENT	No further comment
LEGAL	NAME	Reena Roojam
	DATE	28.6.2022
	COMMENT	A standard CPCA GFA will be used to cover the grant funding.

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CHIEF OFFICER/ DIRECTOR	NAME	Paul Raynes, Acting Chief Executive
	DATE	30 June 2022
	COMMENT	Approved
OVERALL APPROVAL		
DECISION MAKER	NAME	Mayor Dr Nik Johnson
	DATE	30/06/2022
	COMMENT	Approved



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.1

Improvement Framework

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Gordon Mitchell, Interim Chief Executive Officer

Key decision: Yes

Forward Plan ref: KD2022/041 [General Exception]

Recommendations: The Combined Authority Board is recommended to:

- a) Note the recommendations of the Audit & Governance Committee set out in paragraph 2.7 to 2.12 of this report and provide a response as requested
- b) Delegate authority to the Interim Chief Executive for the recruitment and appointment of additional resources, including interim Chief Officers and interim Statutory Officers (as defined within the constitution) as set out in paragraph 3.5 to 3.15 of this report
- c) Delegate authority to the Interim Chief Executive to finalise the senior management structure of the Authority as set out in paragraph 3.16 to 3.18 of this report
- d) Acknowledge the scope and scale of the intended self-assessment exercise set out in this report and recognition of the scale of the current issues facing the Combined Authority.
- e) Support the self-assessment exercise set out in this report and provide comment on its content, noting the intention to conclude this work and report back to Board at its scheduled meeting on 21 September 2022.

- f) Allocate the use of up to £750,000 from the CPCA Response Fund to enable that money to be utilised on scoping, developing and delivering work relating to CPCA Improvement Activity, and delegate authority to spend to the Interim Chief Executive.
- g) Note the review of governance and ways of working attached at Appendix A.
- h) Request that the Board, and the Chairs of Audit & Governance Committee and the Overview & Scrutiny Committee, receive regular updates on all improvement action

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

1. Purpose

- 1.1 The purpose of the paper is to seek Board approval for the Interim Chief Executive's proposals as set out in this report to drive and implement an improvement plan.

2. Background

External Auditor Letter

- 2.1 The Authority's external auditors wrote to the Chair of the Audit & Governance Committee on 1 June 2022 to notify him of their judgement that a value for money risk exists in the form of significant weakness in Cambridgeshire & Peterborough Combined Authority's governance arrangements.
- 2.2 The letter and its content was reported to Board at its previous meeting. The external auditor letter identified actions for the Authority to take. It recommended that:
 - ☐ ensuring the safeguarding of the Authority's staff was of paramount importance
 - ☐ the Authority urgently ensure that it has sufficient appropriate leadership capacity to be able to deliver its objectives and statutory responsibilities
 - ☐ more formal intervention is required, and expeditious discussions with the Authority's sponsoring department to this end are time critical

Engagement with DLUHC

- 2.3 Officers met with DLUHC officials on 8 June and agreed an approach to taking that engagement forward. DLUHC officials drew officers' attention to the DLUHC guidance note of June 2020 '*Addressing cultural and governance failings in local authorities: lessons from recent interventions*'.
- 2.4 The Authority was asked to provide an assessment of the need for improvement action set against the six criteria identified in the DLUHC guidance, subsequently three assessments were provided to DLUHC that set out the views of:
 - ☐ Mayor
 - ☐ Combined Authority Executive Team
 - ☐ Collective view of Constituent Authority Chief Executives
- 2.5 Further engagement meetings between DLUHC and officers have continued, these discussions have covered seeking peer support, developing a locally-led Improvement Panel and the possible necessity of further intervention.
- 2.6 On 30 June 2022 the Authority received a letter from DLUHC officials advising that DLUHC will be taking a precautionary approach to the transfer of funding to CPCA until they have assurance that there are appropriate plans in place to reach a resolution to the series of concerns highlighted by the external auditors in their recent letter to the Chair of the Audit and Governance Committee.

Audit & Governance Committee

- 2.7 The Authority's Audit & Governance Committee deferred upon receipt of the external auditor's letter its meeting scheduled in June for several weeks to provide an opportunity

for the Authority to engage DLUHC. The Committee met on 30 June 2022 and discussed a response to the letter and DLUHC engagement to date, questioning the external auditors further on the significant risk that they had raised.

2.8 The Audit & Governance Committee agreed a series of recommendations to the Board for consideration at the 27 July 2022 Board meeting, as well as further recommendations to the Interim Chief Executive and a request for further support from both the internal auditors and the external auditors.

2.9 The A&G Committee unanimously agreed that:

- a) The Combined Authority Board should seek external advice in formulating an action plan to address the significant areas of concern identified by the external auditor.
- b) The Board, as a priority, considers its own ways of working. The Committee found it difficult to see how the required changes in culture, governance, leadership and capacity could be identified and delivered without the Combined Authority Board demonstrating collective leadership, acting as a board.
- c) The initial concept of an Improvement Board as set out did not appear fit for purpose and should be revisited.

2.10 The Committee also noted the importance of proceeding in a way that is best for the people of Cambridgeshire and Peterborough.

2.11 **Board is asked to note the recommendations set out above by the Audit & Governance Committee and provide a response.**

2.12 The Audit & Governance Committee made further recommendations at its meeting on 30 June, they were:

- d) That the Interim Chief Executive:
 - ☐ obtains appropriate external advice, support and facilitation to drive the required culture change at the Combined Authority, recognising the need for a consensus of ownership by the Board
 - ☐ reconsiders the terms of reference for the Improvement Panel as the Committee's view was that it is currently not fit for purpose
 - ☐ commits to rapidly building the Senior Management Team capacity of the organisation and attends A&G Committee in July to report on progress
- e)
 - ☐ That the Internal/External Auditors are consulted and work with the CA to provide a baseline of where CA needs to be in regard to the action plan proposed.

Review of Governance

2.13 The Combined Authority Monitoring Officer, with support from the Executive Team and Combined Authority Board, commissioned an independent review of governance and ways of working to identify key issues and barriers in delivering effective governance, as

well as to produce conclusions on current governance matters and identified barriers alongside suggesting recommendations for improvement.

2.14 Instruction was provided for the review to specifically seek to engage voting Board Members and Constituent Council Chief Executives when seeking to identify real and perceived barriers to effective governance at the Combined Authority.

2.15 The review of governance is attached at **Appendix A**.

Impact on Staff

2.17 The ongoing matters referred to in the external auditor letter and required governance improvements identified in the review of governance have had an acute impact on staff at the Authority for some time. Concerns regarding the impact on staff have also been reported to previous meetings of the Board and in regular correspondence about the need for confidentiality on employment related matters.

2.18 It has been reported to Board Members that their behaviour at board meetings alongside their behaviour on social media and in press statements has led to concerns amongst Authority staff that are impacting morale. Further this behaviour significantly increases employment related risks to the Authority which can be and should be avoided.

3. Improvement - Developing an approach

Responding to External Auditor concerns

3.1 The external auditor letter identified three areas for the Authority to consider in response to the significant risks that it had identified, they were:

- 1) ensuring the safeguarding of the Authority's staff was of paramount importance
- 2) the Authority urgently ensure that it has sufficient appropriate leadership capacity to be able to deliver its objectives and statutory responsibilities
- 3) more formal intervention is required, and expeditious discussions with the Authority's sponsoring department to this end are time critical

3.2 A response to these three areas has already begun. A Member Officer Protocol has been developed for consideration by the Board on 27 July that seeks to provide further guidance on interaction to protect Officers and set out processes around information requests to support Members. This protocol will strengthen the Authority's Code of Conduct.

3.3 Discussions with the Authority's sponsoring department DLUHC have been ongoing since receipt of the external auditor letter and they continue.

3.4 The next step in response to the external auditor concerns is to ensure the Authority has sufficient appropriate leadership capacity to be able to deliver its objectives and statutory responsibilities.

Immediate capacity building of the Senior Management Team

3.5 The external auditors referenced the current vacancies in the Authority's senior management team and the prospect that this could increase further from July 2022 as a factor in determining their judgement around risk.

- 3.6 In addition the Audit & Governance Committee identified lack of capacity within the senior leadership team as an issue that urgently needed to be addressed at its meeting on 30 June, recommending that the Interim Chief Executive commits to rapidly building the Senior Management Team capacity of the organisation which is seriously depleted.
- 3.7 Step 1 of a response is already complete through the recruitment of an Interim Chief Executive. There is now an urgent need to address the lack of senior capacity as highlighted by the external auditor and the Audit & Governance Committee.
- 3.8 Delivering additional capacity and capability to support the organisation moving forward is a key priority and there is a need to move at significant pace to enable the Interim Chief Executive to make progress and enable the Authority to demonstrate responsiveness. The need for pace requires that we consider current constitutional arrangements and whether they support rapid progress.
- 3.9 The Constitution currently requires that a Chief Executive can only appoint staff up to and including deputy Chief Officer level, therefore under current requirements an Employment Committee would need to be convened, conduct the processes and make subsequent recommendations to Board for the appointment of Tier 2 and Statutory Officers.
- 3.10 However this would add significant time to the recruitment process, meaning that realistically appointments could not be confirmed by Board until 31 August 2022 at the earliest, but more likely late September 2022.
- 3.11 In order to empower the Interim Chief Executive to act at the pace required it is recommended that Board delegate authority to the Interim Chief Executive for a 6 month period which will cover the recruitment and appointment of interim senior resources, including interim Chief Officers and interim Statutory Officers. Soft market testing has identified that there are potential Tier 2 Level Candidates available across a number of the vacancies in our current structure.
- 3.12 To enable the Interim Chief Executive to proceed with both the immediate recruitment and a restructure current Tier 2 job descriptions will be used as a guide only. This will allow candidates with broader transformation and improvement experience (as well as strategic/operational leadership experience) to be considered for recruitment.
- 3.13 **Board is asked to approve delegation of authority to the Interim Chief Executive for the recruitment and appointment of additional resources, including interim Chief Officers and Interim Statutory Officers (as defined within the Constitution).**
- 3.14 It is proposed that this delegation be put place for six months with progress reporting to be provided to Leaders Strategy Meeting on a monthly basis as far as is practical over the summer period, the process of recruitment would look to adopt the recent assessment centre approach that was undertook to recruit the Interim Chief Executive, this approach was received well and provided a much broader degree of engagement with key stakeholders.
- 3.15 It is proposed that the delegation to the Interim Chief Executive does not include the permanent appointment of Tier 2 officers and/or statutory officers and that once a new structure is determined, the normal Employment Committee process (which will follow a staff consultation on the restructure) will be followed, even if this is within the 6-month period.

- 3.16 Recruitment to permanent Tier 2 posts cannot begin until assessment of the organisational structure has taken place, a review to determine a future organisational structure had already begun via the transformation project but now requires assessment and consideration in the context of the improvement journey by the Interim Chief Executive. This work needs to commence without delay.
- 3.17 In order to empower the Interim Chief Executive to act at the pace required it is recommended that Board delegate authority to the Interim Chief Executive to finalise the senior management structure of the Authority. Once finalised the Authority can commence the recruitment of permanent posts at the Tier 2 level.
- 3.18 Current process requires that Tier 2 (and Statutory officer recruitment) is undertaken by Employment Committee who then make a recommendation to Board. Subject to diary availability following the current process may mean that we do not have recommendations for Board until October 2022. This will significantly impact our ability to make needed progress in delivering additional capability and capacity.
- 3.19 **Board is asked to approve the delegation of authority to the Interim Chief Executive to finalise the senior management structure of the Authority.**

Addressing Governance Concerns

- 3.20 The external auditors identified significant risks with the Authority's governance and DLUHC guidance also highlights organisational governance risk as a key risk area. Furthermore, the Independent Review of Governance details issues with the foundations and fundamentals of governance within the Authority's existing framework.
- 3.21 DLUHC have made it clear through engagement with the Interim Chief Executive and representatives from the constituent authority Chief Executives that there is a spectrum of intervention options available to the Secretary of State. This might range from a statutory requirement about the formation and membership of an improvement board, a statutory Best Value Review or the appointment of commissioners.
- 3.22 The spectrum of intervention requires the Authority to seek peer support and develop a locally led Improvement Panel to oversee a local improvement plan before consideration would be given to a DLUHC rapid review and appointed Improvement Panel.
- 3.23 The Authority needs to identify a path forward that will address all drivers for improvement alongside capacity building; this requires an improvement plan and a locally led Improvement Board.
- 3.24 The Medium Term Financial Plan approved in January 2022 includes a Response Fund to allow the Authority to respond to emerging issues and opportunities. Use of this fund requires the approval of the Chief Executive, it also requires Board approval prior to allocation. The purpose of the fund is to allow maximum flexibility and remove silo working from the Authority's ability to respond to emerging issues and opportunities.
- 3.25 The financial cost of response to the identified governance risks and subsequent improvement activity would seem to be an appropriate use of this fund.

Developing the Improvement Plan

- 3.26 A future improvement plan needs to be comprehensive in content and credible in the eyes of external auditors, DLUHC and our stakeholders. Whilst there is information already available that will significantly contribute towards content within a future improvement plan such as the transformation programme - Member social media use - leaks inquiry - previous Board meetings - the Independent Review of Governance and others, there is also a need to undertake a degree of self-assessment to demonstrate awareness of wider issues within the Authority and recognise the need for improvement.
- 3.27 A comprehensive self-assessment exercise may assure both the external auditors and DLUHC that the Authority can present a good degree of self-awareness, which is both overseen and driven by independent and external challenge.
- 3.28 It is proposed therefore that the Authority undertakes, with external assistance, a self-assessment exercise which can translate into the development of a comprehensive Improvement Plan that takes on board all available data and information.
- 3.29 The self-assessment exercise will provide perspective and inevitably draw conclusions set against a framework of 8 key dimensions, typical of a Best Value review. These are as follows:
- 1. the operation, culture and structure of the organisation**
 - 2. the effectiveness of political and organisational leadership**
 - 3. the capacity and/or capability to provide the organisation with clear and effective strategic direction**
 - 4. use of resources and the impact of governance on the organisation's ability to deliver best value**
 - 5. the impact of corporate governance on service delivery**
 - 6. the culture of openness, transparency and trust within and between the officers and members**
 - 7. openness to challenge**
 - 8. effective engagement with external partners**
- 3.30 The exercise will need to be comprehensive and be developed with a significant degree of independent input and challenge. The Authority is already able to benefit from a number of independent perspectives and activities that will inform the future Improvement Plan, such as:
- ☐ an independent review of Governance and Ways of Working (completed June 2022)
 - ☐ an independent review of the strategic planning framework and activity – about to commence
 - ☐ an independent review of the PMO framework and performance – about to commence

- ❑ the recent appointment of an interim CEO for the Combined Authority
- ❑ an independent review of the Net Zero Hub operation, performance and governance

3.31 Examination of Internal Audit reports will also help inform the Improvement Plan. There is a particular need to feed a review of the Combined Authority's governance arrangements over its subsidiaries into the Improvement plan to consider how it discharges its responsibilities and ensures appropriate control and oversight of its interests, in line with recommended best practice.

3.32 The self-assessment exercise will focus on the additional evaluation required against each of the 8 key dimensions to underpin the Improvement Plan as follows:

Please see over page

Key Dimension	Current sources of evaluation	Current key points identified in initial Interim Chief Executive assessment	Additional evaluation required
1. the operation, culture and structure of the organisation	<ul style="list-style-type: none"> <input type="checkbox"/> CPCA performance data <input type="checkbox"/> Member-Officer Protocol <input type="checkbox"/> Existing staff feedback <input type="checkbox"/> External Auditors <input type="checkbox"/> Existing organisational structure work <input type="checkbox"/> Assessment submissions to DLUHC <input type="checkbox"/> Review of Governance <input type="checkbox"/> Senior Management Team capacity <input type="checkbox"/> Internal Audit Reports 	<p>CPCA operations:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mixed, featuring very good work and some high profile examples of under-performance (net zero hub) <p>Culture:</p> <ul style="list-style-type: none"> <input type="checkbox"/> at the middle and senior levels some officers appear to be cautious of close and appropriate engagement with politically elected representatives - this needs to be explored further to understand contributing factors fully. Some of the informal engagement structures normally in place in local government appear lacking. <p>Structure:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Proposals for a revised senior organisational structure have stalled, with multiple vacancies at senior level <input type="checkbox"/> The board and committee structure is perceived as requiring review 	<ul style="list-style-type: none"> <input type="checkbox"/> Review of performance and the performance management framework <input type="checkbox"/> Review of PMO performance, framework and practice <input type="checkbox"/> Review of the use of performance and other data <input type="checkbox"/> Review of the capacity and capability of the organisation and partners to drive delivery <input type="checkbox"/> Staff assessment exercise
2. the effectiveness of political and organisational leadership	<ul style="list-style-type: none"> <input type="checkbox"/> External Auditors <input type="checkbox"/> Assessment submissions to DLUHC <input type="checkbox"/> Review of Governance <input type="checkbox"/> Leaks Inquiry <input type="checkbox"/> Board meetings 	<ul style="list-style-type: none"> <input type="checkbox"/> Political and organisational leadership has been dysfunctional over a sustained period, resulting in delayed decisions, leaking of confidential information and inappropriate board behaviour. 	
3. the capacity and/or capability to provide the organisation with clear and effective strategic direction	<ul style="list-style-type: none"> <input type="checkbox"/> Assessment submissions to DLUHC <input type="checkbox"/> Review of Governance <input type="checkbox"/> Sustainable Growth Ambition Statement <input type="checkbox"/> 6 Keys indicators <input type="checkbox"/> Senior Management Team capacity 	<ul style="list-style-type: none"> <input type="checkbox"/> Despite some progress in identifying 6 'keys' as an indicator of focus, there remain major gaps in evidence and a lack of clarity on the overall strategy over the long and medium term <input type="checkbox"/> This is exacerbated by a lack of cohesiveness in the board, and a serious lack of senior officer capacity 	<ul style="list-style-type: none"> <input type="checkbox"/> Evaluation of the use of data and evidence and plans for the longer term development of comprehensive data and evidence <input type="checkbox"/> Evaluation of the strategic planning function

	<input type="checkbox"/> Chief Executive Group		
4. use of resources and the impact of governance on the organisation's ability to deliver best value	<input type="checkbox"/> Annual Business Plan <input type="checkbox"/> Assessment submissions to DLUHC <input type="checkbox"/> Annual Governance Statement	<input type="checkbox"/> A one year business plan was agreed after delay, but the absence of a longer term over-arching strategy has resulted in a fragmented approach to programmes heavily orientated to bid activity. <input type="checkbox"/> Reflection and learning appears to be in an early stage of development, and a corporate programme absent	<input type="checkbox"/> Review of resource planning – to include finance, HR and support service functions
5. the impact of corporate governance on service delivery	<input type="checkbox"/> Review of Governance		<input type="checkbox"/> Internal assessment
6. the culture of openness, transparency and trust within and between the officers and members	<input type="checkbox"/> Assessment submissions to DLUHC <input type="checkbox"/> Board and Executive Team feedback <input type="checkbox"/> Review of Governance <input type="checkbox"/> Whistleblowing Investigation <input type="checkbox"/> Chief Executive Group	<input type="checkbox"/> Trust and respect between some senior officers and elected representatives has broken down. <input type="checkbox"/> A recent whistle-blowing case, and on-going investigation has resulted in concern, frustration and defensiveness in some parts of the organisation	<input type="checkbox"/> Evaluation of existing data and evidence
7. openness to challenge	<input type="checkbox"/> Centre for Governance & Scrutiny 2020 action plan		<input type="checkbox"/> Review of relevant key events and responses
8. effective engagement with external partners	<input type="checkbox"/> Assessment submissions to DLUHC <input type="checkbox"/> Review of Governance <input type="checkbox"/> Chief Executive Group	<input type="checkbox"/> Widespread view that CA has been too inward focused, and not developed a systems approach to many areas of working. In part this reflects the deliberate policy of the previous Mayoral administration to exclude CXs of the constituent local authorities from playing any role in the governance and engagement structures.	<input type="checkbox"/> Review of existing scope of engagement and areas of non-engagement – including process and structure

- 3.33 The self-assessment would review current operation and content, how this is working in practice, identify best practice and associated learning, identify objectives to aim for and provide conclusions and recommendations for improvement that can feed into a comprehensive single Improvement Plan for the Authority.
- 3.34 The self-assessment exercise will be analysed to inform the Improvement Plan; this will include consideration of mechanisms and best practice approaches to 'plugging in' to the formal governance arrangements of the Authority.
- 3.35 The self-assessment exercise will be undertaken by the Authority with reference to best practice from the National Audit Office and the Institute of Programme Management. The self-assessment process will be enhanced through the utilisation of external expertise within the public sector that will help us both develop the self-assessment process and subsequently offer external check and challenge on conclusions reached.
- 3.36 Engagement has taken place with DLUHC regarding a self-assessment approach to inform a single comprehensive Improvement Plan, DLUHC have indicated that they are currently content with this approach.
- 3.37 **Board is asked to acknowledge the scope and scale of the intended self-assessment exercise and recognition of the scale of the current issues facing the Combined Authority.**
- 3.38 **Board is asked to support the self-assessment exercise set out in this report and provide comment on its content, noting the intention to conclude this work and report back to Board at its schedule meeting on 21 September 2022.**
- 3.39 The Response Fund identified in 3.20 of this report has been identified as an appropriate budget stream to fund improvement actions, it is proposed that the Response Fund be utilised to cover the costs associated with the necessary self-assessment exercises and the immediate capacity build at senior management level.
- 3.40 **Board is asked to allocate the use of up to £750,000 from the CPCA Response Fund to enable that money to be utilised on scoping, developing and delivering work relating to CPCA Improvement Activity, and delegate authority to spend to the Interim Chief Executive.**
- 3.41 The Interim Chief Executive will provide monthly progress reports to the Leaders Strategy Meeting on spend on improvement activity.

Independent Review of Governance

- 3.42 The review of governance will form part of the baseline of evidence that will input into the Improvement Plan and is an example of independent assessment of governance and the key barriers to making effective decisions at the Authority. It is attached at **Appendix A**.
- 3.43 The review contains multiple recommendations and suggests the creation of an action plan to respond to its wide-ranging conclusions. It is important that there is a single Improvement Plan moving forward for consistency, to ensure comprehensive of response, accountability and appropriate oversight. Therefore, the review of governance and its recommendations will be fed into the Improvement Plan rather than a separate action plan.
- 3.44 There are a number of improvements identified within the review that can be implemented without delay and do not need to wait for the completion of the self-assessment exercises,

some of these are practical such as identification of lead business area governance contacts and identification of constituent council officer leads on key business areas of the Authority, others are transformational such as the creation of a safe policy space for Board.

3.45 The Interim Chief Executive will seek to action these quick wins with an assumption of support from the Board for this twin track activity.

3.46 The review focuses its conclusions on 5 significant areas:

- ☐ Governance Foundations and Fundamentals
- ☐ Governance Culture and Behaviours
- ☐ Governance as an enabler
- ☐ The Governance Framework
- ☐ Governance Processes

3.47 The review will be fed into developing a single Improvement Plan and will also be considered at the next meeting of Audit & Governance Committee and a future meeting of Overview & Scrutiny Committee.

3.48 **Board is asked to note the review of governance and ways of working attached at Appendix A.**

3.49 Board may want to consider its next steps and role in analysing the Independent Review of Governance and its findings in more detail.

Improvement Board

3.50 Early discussions identified that an approach that would have the support of DLUHC and which would attract the assistance of the LGA is a locally owned Improvement Board. Given that the events currently in progress at CPCA are generating considerable interest from a range of external stakeholders, this is an important consideration.

3.51 Board considered options for a locally led Improvement Board in June and felt that more needed to be done to focus and enhance its proposed remit and recognised the need for work to be done on proposed membership.

3.52 The Audit & Governance Committee have also expressed concerns regarding the previous draft terms of reference for the Improvement Board, noting that they did not feel that they were fit for purpose as its composition was not clear and it did not address the full range of issues identified by the External Auditors. Further work was needed by the Authority, with advice from the Internal Auditors, to establish clearly what needed to be done to rectify the identified weaknesses.

3.53 Proposals for the locally led Improvement Board and its membership and terms of reference will be brought to the Board for consideration following completion of the self-assessment exercise and development of a draft Improvement Plan. It is anticipated that this will come to the 21 September Board meeting.

4. Additional Improvement Actions

4.1 There are a number of ongoing improvement actions that relate to the operation of the formal governance process, employment processes, internal organisational development

and other matters that will move the Authority forward and relate to concerns raised by the external auditor and/or the necessary improvement journey.

- 4.2 This refers to alignment of work programmes by Audit & Governance Committee and the Overview & Scrutiny Committee on improvement activity and the demonstration by Board members of appropriate behaviour regarding the functioning of Board meetings.
- 4.3 The intent is to review the existing 'Even Better' transformation programme and reshape and repurpose it in support of the improvement plan.

Ongoing Improvement Action

- 4.4 The Authority has successfully undertaken a recruitment exercise to appoint an Interim Chief Executive to provide immediate leadership and direction.
- 4.5 Audit & Governance Committee have recommended a Member Officer Protocol to the Board for consideration on 27 July for formal adoption into the constitution, this will significantly strengthen the existing Member and Officer code of conducts.
- 4.6 Further work is underway to develop a strengthened Member code of conduct supported by further protocols to specifically address social media use. The intention is to focus on reviewing the code of conduct, Member – Officer protocol and develop a social media protocol for proposal to the Audit & Governance Committee before the end of 2022.

5. Next Steps

- 5.1 The next steps following consideration of this report will be:
 - ☐ Undertaking of self-assessment exercises
 - ☐ Analysis of all data, including the self-assessment exercises and review of governance, to inform a draft Improvement Plan
 - ☐ Draft Improvement Plan presented to Board (anticipated at 21 September 2022 meeting)
 - ☐ Proposals for a locally led Improvement Board, including terms of reference presented to Board (anticipated at 21 September 2022 meeting)

Significant Implications

6. Financial Implications

- 6.1 There is budget provision for all currently vacant tier 2 posts in the CPCA Establishment structure including the Director of Corporate Services and Director of Business and Skills posts. Appointments to Chief Officer and Statutory Officer posts should be made within the existing staffing budget.
- 6.2 Any additional capacity required to scope, develop and deliver CPCA Improvement capacity would be funded from the CPCA Programme Response Fund.
- 6.3 Subject to approval provision of £1.25m has been made in the 2022/23 budget for the Programme Response Fund to allow flexibility to respond to emerging issues and opportunities. The Board is requested to approve the use of £750k of this to support the Improvement Programme.

7. Legal Implications

7.1 Chapter 4 paragraph 1.12(g) of the Constitution provides that the Board can make decisions related to the appointment of Statutory Officers. In addition, chapter 1 paragraph 15.3 provides for “The functions of the Combined Authority may be undertaken by the Board or delegated to executive committees or Officers.”. Therefore, the Constitution empowers the Board to delegate authority to the Interim Chief Executive as requested in this report.

7.2 The Authority has a duty to ensure good governance and to fully respond to and engage with the report of its external auditors. The Authority’s Local Assurance framework confirms that as “*a statutory local authority, 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.*”

8. Public Health implications

8.1 No Public Health implications are directly identified within this report at this stage.

9. Environmental and Climate Change Implications

9.1 No Environmental and Climate Change implications are identified within this report at this stage.

10. Other Significant Implications

10.1 The external auditors have highlighted a significant risk that the Authority has insufficient capacity, capability and an inappropriate culture to support the effective governance and operation of the organisation and how it discharges its statutory services. This has led to engagement with DLUHC in order to determine necessary next steps in response. Not responding to the external auditor concerns would represent a significant risk to the Authority.

11. Appendices

11.1 Appendix A – Independent review of Governance and ways of working

12. Background Papers

12.1 [External auditor letter to the Chair of the Audit and Governance Committee dated 1 June 2022](#)

12.2 DLUHC guidance note ‘Addressing cultural and governance failings in local authorities: lessons from recent interventions’.

Available from democratic.services@cambridgeshirepeterborough-ca.gov.uk

12.3 [General Exception Notice](#)

13. Accessibility

13.1 An accessible version of the information contained in this report and its appendix can be obtained on request from:

democratic.services@cambridgeshirepeterborough-ca.gov.uk

Review of Governance and ways of working at Cambridgeshire & Peterborough Combined Authority

2022



CAMBRIDGESHIRE & PETERBOROUGH
COMBINED AUTHORITY

Governance First Limited

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Introduction

The Combined Authority

On 3 March 2017, Cambridgeshire & Peterborough Combined Authority was established as a Mayoral Combined Authority for the Cambridgeshire and Peterborough area. The Combined Authority works with local councils (constituents), the Business Board (Local Enterprise Partnership), local public services, Government departments and agencies, universities and businesses to grow the local and national economy.

It is made up of a directly elected Mayor and the following seven local authorities (referred to as the Constituent Councils) and the Business Board (Local Enterprise Partnership):

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

Commissioning the review

The Combined Authority Monitoring Officer, with support from the Executive Team and Combined Authority Board, commissioned a review of governance and ways of working to identify key issues and barriers in delivering effective governance, as well as to produce conclusions on current governance matters and identified barriers alongside suggesting recommendations for improvement.

Following the Mayoral election and at the time the appointment of a new Chief Executive, it was felt now was a good time to review the existing governance arrangements in order to identify how to deliver more effective decision-making and ways of working within the Combined Authority.

The need for such a review has been placed into even greater focus following the identification of significant weaknesses in the Combined Authority governance arrangements by the external auditors in their letter to the Chair of the Audit & Governance Committee of the 1st June 2022. Subsequently the Combined Authority Board requested that officers engage officials from the Department of Levelling Up, Housing and Communities (DLUHC) to discuss support and ways forward to deal with the concerns raised by the external auditors.

The review

Instruction was provided for the review to specifically seek to engage voting Board Members and Constituent Council Chief Executives when seeking to identify real and perceived barriers to effective governance at the Combined Authority. Evidence collected through this engagement has been considered alongside a wide range of other evidence through this review, however it is important to consider it in the context that evidence gathered through interview can often reflect perception and/or opinion.

The Combined Authority is operating in a challenging regional political environment alongside increasing national commitment to devolution, as seen in the Levelling Up White Paper. There is therefore a need to ensure that governance is aligned to the Combined Authority strategic priorities which will enable the organisation to move at pace, whilst making informed and considered decisions.

The conclusions and supporting recommendations in this report are based on the evidence collected and are intended to reflect the common themes and opinions across voting Board membership identified during the review process. The review whilst recognising the learning that can be taken from positive Combined Authority behaviours and interventions has sought to focus on areas where improvement is required and/or requested.

The review process was extremely well received by all who participated. Numerous interviews took place with the Mayor and Council Leaders who provided a wealth of opinion, input, data and examples for the review to consider.

The critical focus of the conclusions is around the need to establish solid foundations and fundamentals within the Combined Authority, this is critical to supporting wider ownership of governance, identification of purpose and approach, and creating more trusted, open decision-making.

Recommendations

The conclusions and recommendations within this report have been developed based on the evidence provided and collected through the review, they are made in the context of the current position that the Combined Authority finds itself in both politically and organisationally.

The conclusions and recommendations are based around identification of key areas for improvement.

As a result they are intended to be considered as a starting point based on this context under the assumption that the Combined Authority will continually review the key themes identified within the report and seek to establish and build upon strong governance foundations.

The expectation would be that the Combined Authority considers the content of the report and develops an action plan setting out its response.

Foundations and Fundamentals

- 1 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Foundations and Fundamentals section of this report and produce an action plan in response.**
- 2 Board and Chief Executives Group should be engaged by the Executive Team in developing a set of values to underpin how the Combined Authority will operate as it seeks to deliver on its purpose. Those values should reflect additionality, subsidiarity, collective leadership and co-production at their core**
- 3 A clear approach to strategic development should be set out by the Combined Authority that details how its longer term vision, midterm strategy and immediate plans will be developed; making it clear what the process is for developing the strategic objectives and integrating the mayoral objectives**
- 4 The Combined Authority future business planning cycle should consider how the governance structure will fit with its approach to strategic planning in order to focus decision-making on the required thematic areas and how it will support development and delivery of mayoral priorities**
- 5 A co-production approach requires the utilisation of Constituent Authority Chief Executives. The Chief Executive Group should be supported by the Combined Authority in developing its role and input into the governance framework, developing specific workstreams for Chief Executives to lead on alongside interaction with the office of the Mayor**
- 6 The Combined Authority should seek to operate as a partnership at member and officer level with a clear framework of engagement through a bottom-up way of working, developing this framework should be a key task for the 'Even Better' Transformation Project**

Culture and Behaviours

- 7 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Culture and Behaviours section of this report and produce an action plan in response**
- 8 The Governance Framework should reflect a more strategic remit for the Combined Authority Board supported by an engaged Pre-Board process based on the values set out in this report**
- 9 The Executive Team, supported by the Chief Executive Group, develop a workstream to help reset and improve Political dynamics and behaviours**
- 10 The Chief Executive Group, enabled by the Combined Authority Chief Executive, develop lead roles for Constituent Chief Executives to build regional consensus on specific Combined Authority policy agendas**
- 11 The Combined Authority Chief Executive considers options within a future operating model to deliver increased collaboration between the Combined Authority and Constituent Authority Officers, examining additional opportunities for joint postings**
- 12 The Combined Authority should implement a development programme to build relationships between Board Members and the Combined Authority Executive Team**

Governance as an Enabler

- 13 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Governance as an enabler section of this report and produce an action plan in response**
- 14 The Combined Authority should seek to ensure employees understand the governance framework and how decisions are taken. This should become a key component for new starter induction and the Governance Team should develop and deliver an annual programme of lunch and learn information sessions alongside training and guidance for officers and partners.**
- 15 Constituent Authorities provide a list of key officers to the Combined Authority on each thematic area (to be detailed by the Combined Authority) so that those officers can be sent relevant papers for relevant Combined Authority Boards and Committees.**
- 16 The Chief Executive, in engagement with Constituent Council Chief Executives, considers how to develop approaches to better engage and inform Constituent Authorities.**
- 17 The principle of 'steering committees' consisting of appropriate Constituent Council lead officers be set up to support formal Combined Authority**

Committees (other than Board and Regulatory Committees) be adopted by the Combined Authority.

- 18 The Combined Authority adopt decision-making principles for inclusion within the constitution that sets out the principles by which decisions will be made at the Combined Authority. It is recommended that the decision-making principles set out in this report be the basis of those principles.**
- 19 The Chief Executive engages CPSB Membership to discuss how best the Combined Authority can enable and support it in achieving its objectives.**

Governance Framework

- 20 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Governance Framework section of this report and produce an action plan in response**
- 21 The Combined Authority Board reverts to a bi-monthly cycle with an amended terms of reference designed to place a more strategic focus on its business, noting the conclusions and suggestions made within this report**
- 22 A Pre-Board brief meeting and process be developed and established at the earliest opportunity through the *Even Better* transformation project, noting the conclusions and suggestions made within this report**
- 23 Leaders Strategy Meeting be reenvisioned to take on the role set out under Strategic Growth Forum in section 6.75 to 6.80 of this report**
- 24 The Combined Authority develops an Executive Committee recommendation template (as part of a pack) for inclusion in Board papers, to ease the process of considering Executive Committee recommendations and reduce paperwork**
- 25 The Combined Authority Board considers how it wishes to place more of a focus on delivery of its Economic Strategy and the Sustainable Growth Ambition Statement, either through the Board itself or by creating an Economic Growth Executive Committee with responsibility for the delivery of the Economic Growth Strategy**
- 26 Consideration be given to providing delegations from the Board to relevant Executive Committees for the approval of schemes that have already been budgeted for and approved for development and delivery, empowering those Committees to own delivery of key thematic strategy**
- 27 *Even Better* Transformation Project reviews wider approvals that could be delegated down to Executive Committees**
- 28 The Combined Authority give consideration to creating a Member Friendly report template, specific to the needs and identify of the Combined**

Authority, focused on providing the right information to inform effective decision-making

- 29 The Combined Authority Board considers its voting arrangements in regards to the Business Board representative and wider**
- 30 Consideration be given to the future role of the Business Board, taking into account the Levelling Up White Paper, the future governance framework and the content of this report**
- 31 The Combined Authority Overview & Scrutiny Committee is engaged to identify requirements for reporting in a scrutiny context**
- 32 The Overview & Scrutiny Committee place developing the function and its identity in a Combined Authority context at the centre of its 2022/23 work programme, examining the 4 workstreams identified within this review.**
- 33 The Scrutiny Call-in process as detailed in the Constitution be updated to require justification for a call-in request in line with the principles of decision-making**
- 34 The Combined Authority Board give consideration to amending the thematic focus of its Executive Committees taking into account the conclusions set out in 6.87 to 6.123**
- 35 Support for Audit & Governance Committee be enhanced to ensure clear links exist between the role and information provided to PARC and the Committee**
- 36 The role of Audit & Governance Committee be clarified in regards to performance management and what information it requires to undertake this role**
- 37 The role of the Audit & Governance Committee be enhanced as it applies to the Assurance Framework to ensure that it includes oversight of compliance with the Assurance Framework and best practice development.**
- 38 Audit & Governance Committee be provided with training on its financial management role, key associated skills and how this fits into the Combined Authority context**
- 39 The Combined Authority give consideration to the various options for its governance structure as set out in Appendix E**

Governance Process

- 40 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Governance Process section of this report and produce an action plan in response**

- 42 The Combined Authority Executive Team takes responsibility for ensuring appropriate officer responses to Board and Committee actions**
- 43 The Forward Plan process trialled since January 2022 be continued to ensure appropriate Political and Senior Officer ownership and oversight**
- 44 The process for Mayoral Decision Notices and Officer Decision Notices set out in Appendix F be adopted**
- 45 Each Combined Authority Business Area designate an officer to act as Governance Lead, acting as the point of contact with Governance Services and Committee Services on Board and Committee requirements**
- 46 The Combined Authority Executive Team considers how to improve organisational culture in regards to meeting governance requirements and delivering good governance behaviours**
- 47 The Combined Authority adopts its approach to minute taking at Board and Committees in line with the conclusions within this report, moving away from verbatim record of meetings to a more focused summarised approach**

1. The Review

- 1.1 Governance First Limited were commissioned to undertake an independent review of the current governance arrangements and ways of working within the Combined Authority at a member level in order to identify barriers to effective decision-making, provide subsequent conclusions and to make recommendations for improvements.
- 1.2 Governance First are a Governance Consultancy Company with a background in local government accountability and governance who have worked with a number of Combined Authorities across the Country, undertaking governance reviews, developing Assurance Frameworks and advising on governance matters and issues.
- 1.3 The review was undertaken between November 2021 and April 2022. The content of the review reflects evidence gathered during this time period.

Terms of Reference

- 1.4 The terms of reference for the review, as agreed and evolved by the Combined Authority Executive Team, were as follows:
 - ☐ Review the formal decision-making and consultative bodies at the Combined Authority
 - ☐ Undertake direct consultation with the Mayor, and Leaders and Chief Executives of Constituent Authorities in order to identify key barriers to delivering effective decision-making
 - ☐ Review and refresh the process of report drafting, preparation and effective engagement within Combined Authority processes
 - ☐ Having specific regard to the views of the Mayor and Constituent Authority Leaders and Chief Executives, make recommendations to the Combined Authority Board that seek to strengthen and improve on the current governance arrangements
- 1.5 Governance of an organisation comprises many elements including politicians, the Board, officers, compliance structures, decision-making, control and risk management frameworks, which interact with the broader organisation to influence performance. A governance review can encompass all the elements of a governance framework and seeks to analyse and interpret current performance against best practice to identify possible improvements. This review was asked to focus on identification of barriers to deliver effective decision-making within the Combined Authority setting, **specifically noting the views of the Mayor and Leaders, plus the Chief Executives of Constituent Authorities.**
- 1.6 The review was not about looking for failings, but more about finding ways to maximise performance of the governance system.
- 1.7 In this report, the term '**governance**' is used often. It refers to the way that the Combined Authority makes decisions and who is involved in making those decisions. The Combined Authority governance arrangements should be appropriate to its business, scale and culture and comply with the required legislation and regulations. The structure should combine efficient decision-making with accountability and transparency.

Methodology

- 1.8 The review was directed to fulfil its terms of reference and centre its evidence gathering around engagement with politicians on the Combined Authority Board and Constituent Chief Executives in

order to identify key barriers to effective decision-making. The methodology employed to inform the review was as follows:

- ❑ Multiple interviews with the Mayor
- ❑ Multiple interviews with Constituent Council Leaders and Chief Executives
- ❑ Engagement with Combined Authority Executive Team (ET) via multiple ET meetings and 1-2-1 discussions with Executive Team members
- ❑ Wider Combined Authority Officer engagement including the 'Even Better' Transformation Project Operations Group
- ❑ Interview with Chair of Business Board and engagement with the Business Board
- ❑ Governance Mapping
- ❑ Workshops with Combined Authority Governance Team and Cambridgeshire County Council Democratic Services Team (have SLA with CA to provide Committee Services)
- ❑ Comparison work with other Mayoral Combined Authorities
- ❑ Interview with Chief Executive of Greater Cambridgeshire Partnership
- ❑ Review of key documentation

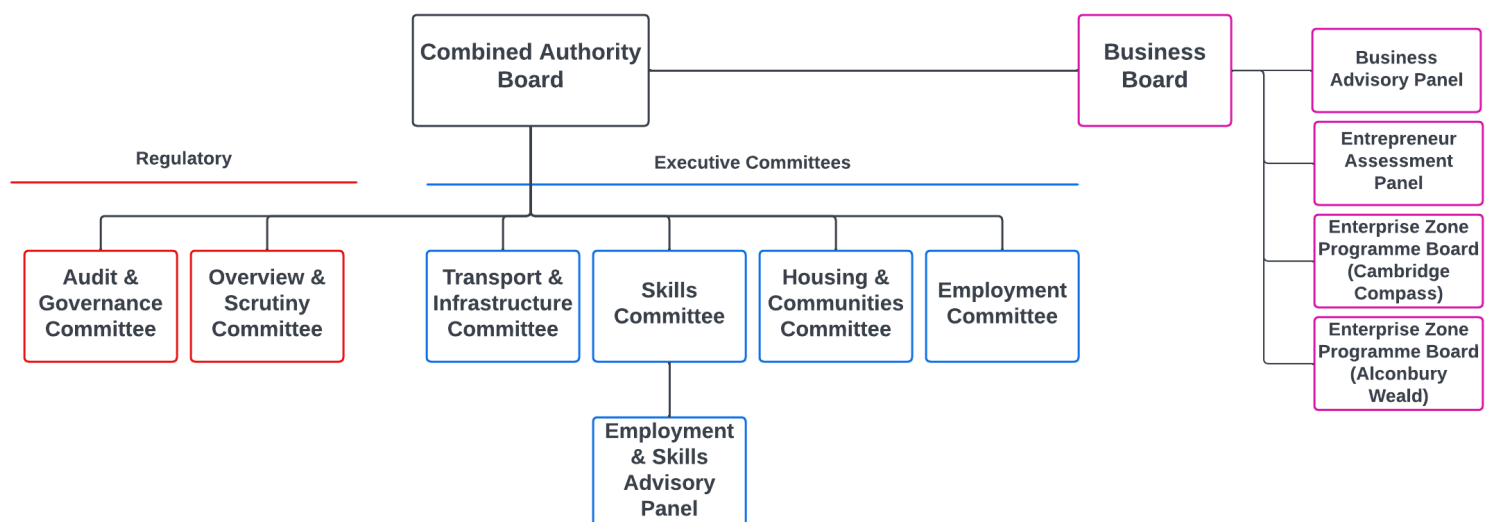
1.9 The key themes for improvement identified throughout the review were subsequently examined and tested with each identified audience above as appropriate.

1.10 In addition to interviews a review of existing documentation was undertaken to support the review, this involved examination of elements of the Combined Authority Constitution, Assurance Framework, Board and Committee terms of reference and Strategic Plan/ Mayoral Manifesto.

1.11 The review was not been tasked with an examination of the Combined Authority's internal systems of control.

Current Structure (Member Level)

1.12 The existing Member Level governance structure at the Combined Authority is as follows :



1.13 The Combined Authority Board is the central decision-maker, it is Chaired by the Mayor and consists of representatives from the seven constituent authorities and the Business Board. It has a number of Executive Committees who make recommendations to the Combined Authority Board on thematic areas as well as the regulatory committees to drive performance, good governance and accountability - these are the Overview and Scrutiny Committee and Audit and Governance Committee.

2. Analysis and Conclusions

- 2.1 It became clear very early in the review process that the Mayor, Constituent Leaders and Chief Executives believed the review needed to focus on the foundations and fundamentals of governance, this would then direct analysis around the required governance framework of the Combined Authority. This is reflected in the evidence base and the analysis of that evidence.
- 2.2 Consistent themes relevant to the Combined Authority ability to deliver effective decision-making have been identified and have subsequently formed the structure of this report.
- 2.3 The approach to governance in terms of compliance with regulatory requirements, policies, audit and risk at the Combined Authority on the whole appear to be appropriate, based on the available information and assurances given by relevant officers and others.
- 2.4 The Combined Authority benefits from a dedicated and experienced officer core and its Board membership is clearly passionate about improving the lives of the citizens of the region. Governance in the Combined Authority continues to operate, delivering an exceptionally busy Board schedule with supporting Committees and activity.
- 2.5 Analysis of the evidence has been broken down into the following areas:
 - ☐ Foundations and Fundamentals
 - ☐ Culture and behaviours
 - ☐ Governance as an enabler
 - ☐ The Governance Framework
 - ☐ Governance Processes
- 2.6 Analysis and subsequent conclusions are drawn from the various written and verbal evidence provided.

Foundations and Fundamentals

- 3.1 Support for the Combined Authority project was a consistent theme throughout the evidencing gathering phase of the review. All Politicians and Constituent Chief Executives were keen to promote the **'potential'** of a Combined Authority and the significant value that it could add to the region. Similarly a strong consensus existed amongst Politicians, Constituent Chief Executives and Combined Authority officers that all had to come together to provide **collective leadership** to support the Combined Authority in delivering on the ambition to drive and deliver regional benefits.
- 3.2 What was far less evident from the evidence gathered was a shared understanding of what success looked like for the Combined Authority and what the immediate, medium and longer-term ambitions and objectives were in order to deliver this success. Fundamental to this was the belief that together (Politicians and Senior Officers) the Combined Authority had not established a clear purpose which could be clearly identified and bought in to.

“The Combined Authority has not established a supported and owned purpose with its membership. It lacks the foundations and fundamentals to build upon.”

- 3.3 The interviews in particular revealed consistent themes that interviewees collectively believe are preventing the Combined Authority from reaching its potential. These key themes are all fundamental to the foundations of the Combined Authority, they have been identified as follows:
- ☐ A collective agreed **purpose** of the Combined Authority has not been established
 - ☐ A collective long-term **vision** of the Combined Authority has not been established
 - ☐ It is unclear what the **Strategic Objectives** of the Combined Authority are, it has not established its golden thread
 - ☐ It is unclear where **Mayoral** priorities fit into the objectives of the Combined Authority
- 3.4 It was striking that these themes were identified so consistently throughout the review both at the start and end of evidence collection.

Purpose

- 3.5 Politicians, partners and officers alike expressed a view that the Combined Authority lacked a collectively supported purpose and this was impairing the Combined Authority ability to deliver. In addition the lack of a shared purpose was impacting relationships and clarity around what the Combined Authority was seeking to achieve. There was an overwhelming view that this was impacting how government viewed the region and the regions ability to drive and deliver future devolution.

“While other CAs are blazing a trail and securing significant powers and resources we are lagging behind, and our voice on the national stage is not really present.”

- 3.6 Collective leadership is needed across the region, driven by the Combined Authority, to develop a shared purpose. The Combined Authority has started work on an organisational transformational project entitled *Even Better* which aims to take a system wide look at how the Combined Authority operates and how it can improve with the resources that it has.
- 3.7 The *Even Better* project has established as its key driver the development of a clear shared purpose of what the Combined Authority exists for and how it will work together with its partners. This key driver has already been achieved and resulted in agreement across the Combined Authority Board membership to the following purpose statement:
- *Cambridgeshire and Peterborough Combined Authority exists to provide the collective leadership needed to improve the lives of our residents. Our mission is to strengthen communities, reduce inequalities and to make Cambridgeshire and Peterborough an even better place where people, businesses and institutions flourish.*
- 3.8 The intent is to galvanise behind this statement and use it to drive improvement by developing a more detailed purpose and future vision, strategic priorities, delivery priorities and a new operating model within the Combined Authority itself.
- 3.9 This approach should be welcomed and represents acceptance and an intent to correct the viewpoint that the Combined Authority lacks a collectively agreed purpose. Accepting feedback provided in the latter part of evidence gathering that the purpose statement is ‘fluffy’ and does not direct behaviours or solid deliverables, it does still represent the beginnings of the collective leadership approach required to move the Combined Authority forward.
- 3.10 Consideration should be given to stating this purpose on key documentation and Board papers to remind Board members of their commitment and drive positive behaviours.
- 3.11 The next step of the *Even Better* project could be to develop a more detailed purpose and future vision, this work needs to identify detail around what the Combined Authority is seeking to achieve and

across what geography, noting that a one size fits all approach will not necessarily benefit the entire Combined Authority area. The develop of a more longer term vision is required to set out what can be achieved through collective leadership and provide an ambition for the Combined Authority which is not currently evident.

Values

- 3.12 The purpose work to date is missing the establishment of a core set of values that set out the approach the Combined Authority will take to delivering its purpose and how it will operate, this is key to moving forward as a collective and building trust and relationships between the Combined Authority and its Constituent members.
- 3.13 Establishment of these values should be the next step in developing the purpose workstream, providing guidance and commitment on how the Combined Authority will operate moving forward. Establishment of a core set of operational values or principles was discussed during interviews and supported in each discussion.
- 3.14 It is for the Combined Authority Board to agree what these values should be, based on the comments raised during evidence gathering for this review it is suggested that those values reflect the following:
- ☐ **Subsidiarity** – the Combined Authority will perform only those tasks which cannot be performed at a more local level by its Constituent Membership
 - ☐ **Additionality** – the Combined Authority focus will be on delivering additionality to the region, focusing on delivering what Constituent Authorities cannot do individually but what can be done collectively, allowing the region to be more ambitious in what it can achieve through the devolution of power and resources from government
 - ☐ **Co-production** – the Combined Authority will work together, through the Mayor and Constituent Authorities, with partners and stakeholders to deliver collective outcomes
 - ☐ **Collective Leadership** – developing a coherent regional approach to delivering on strategic issues and big ticket items
 - ☐ **Devolution** – Collective commitment to devolution for the region to deliver continued devolution from Government to the Combined Authority, not from Constituent Authorities to the Combined Authority
- 3.15 The above values can shape the Combined Authority approach to how it operates and would be a solid stepping stone in building a foundation through collective leadership. **Additionality** is particularly key to this, it was an overwhelmingly consistent theme through the review. The Combined Authority should exist to deliver above and beyond the role and remit of its Constituent Membership, that means delivery of strategy, policy, partnerships and services that the Constituents cannot deliver themselves, and engaging government to devolve powers and resources to the region for the benefit of the region.
- 3.16 It is vital that all elements – the Mayor, Leaders, Chief Executives of the Constituent Councils and the Combined Authority Executive Team – agree and buy into these values in order to create the conditions required to embed these values and allow them to take effect.
- 3.17 Another consistent key theme was the view that the Combined Authority would benefit from taking a **co-production** approach. This would involve greater collaboration between the Mayor, Constituent Authority political leadership and Chief Executives, Combined Authority Executive Team, officers and

partners in order to better utilise existing regional expertise, develop a greater sense of collaboration and purpose and drive collective leadership in finding regional solutions to regional issues.

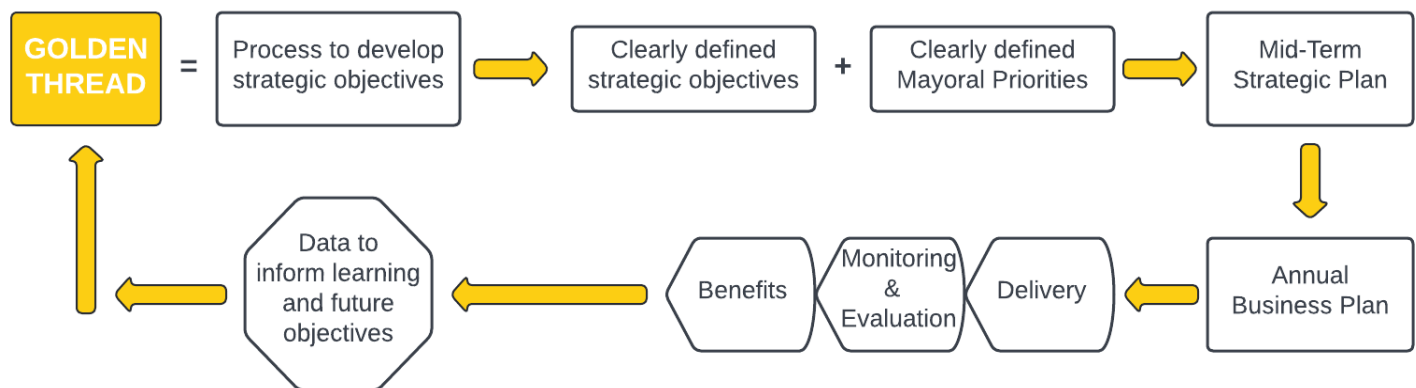
- 3.18 These values could be developed further and utilised as a driving force for the *Even Better* project, shaping the operating model and practices of the Combined Authority and the approach to developing strategic priorities and future vision. They would also help establish principles of operation to support Combined Authority leadership in delivering its purpose.
- 3.19 A positive initial step would be seeking to formalise engagement between the Combined Authority Chief Officers and Constituent Chief Executives through a standing Chief Executives Group. Such a Group would enable debate on key issues and potentially develop options for co-production, such a group would also be able to develop key workstreams for Chief Executives to lead on for regional benefit.

Direction and the Golden Thread

- 3.20 *What are the strategic objectives of the Combined Authority?* There were only two consistent responses to this question from interviewees during this review, they were:
- 1) the doubling of GVA and
 - 2) the strategic objectives lack clarity
- 3.21 The devolution deal sets out the ambition to deliver substantial economic growth (economic output will increase by nearly 100% over the next 25 years. Underpinned by a strong economic and productivity plan GVA will increase from £22bn to over £40bn). This, referred to as doubling of GVA, was accepted as a key purpose and objective of the Combined Authority throughout evidence gathering in both documentation and interviews.
- 3.22 This objective has been developed by the Combined Authority further through the Sustainable Growth Ambition Statement (SGAS), accepted by CA Board on 30 March 2022. This develops the approach to growth through 6 themes which will be reflected through key strategy and policy moving forward. This document represents the closest attempt at defining the strategic objectives of the Combined Authority that I can see relevant to the current Mayoral term.
- 3.23 It is unclear at present how this will now be reflected in any future strategy and devolution deal delivery given the feedback from all voting Board Members to this review. They provided a consistent view that they were not clear on what the immediate, mid and long term objectives of the Combined Authority were and what the process was to develop them. This view was consistently given in interviews, even in interviews that took place after Board endorsement of the SGAS.
- 3.24 It is vital that the Combined Authority establishes what the process is moving forward for the establishment of strategy and policy. This does not mean that there is not an existing approach, rather that the existing approach is not fully understood by Board membership at present.
- 3.25 Engagement with business areas across the Combined Authority reveals that there are clear process for the development of strategy and policy and there is indeed a lot going on in each business area on this front. There does not however appear to be a coordinated or single approach to overall strategy development with business areas working in isolation on such matters. There is a need to drive more integrated strategy development that ensures all thematic areas and associated implications and opportunities are taken into account moving forward.
- 3.26 Any future integrated strategy/ policy development process will need to begin from the SGAS which now must be seen as the 'golden thread' of the Combined Authority.

- 3.27 The Assurance Framework states that the strategic objectives are set out in the Devolution Deal, Sustainable Growth Ambition Statement and evidenced in the Cambridgeshire and Peterborough Independent Economic Review. The Combined Authority needs a clear Strategic Plan reflecting the above that sets out its objectives over a 3 to 4 year period with a clear supporting annual plan of what it intends to focus on year by year, if it has one this is not currently understood by Politicians on the Board.
- 3.28 Consideration should also be given to how the Combined Authority identifies regional needs to inform its strategic objectives. The Cambridgeshire and Peterborough Independent Economic Review has played a key role in informing the policy agenda but this was done under the previous Mayor, perhaps the next step following agreement of SGAS is for the Combined Authority to undertake or commission further work to identify key regional needs and key regional economic information to both inform its strategic objectives, the development of SGAS and any future devolution debate.
- 3.29 In addition to the operational values discussed above (under values) there is an opportunity to build upon development of the strategic objectives with strategic values. This is similar to approaches around the country that place certain core ambitions at the heart of everything that they are seeking to do, creating in effect 'benefit' values that all actions must seek to deliver.
- 3.30 At Leeds City Council for example they have adopted 'obsessions' to assist them in improving children's services, these are key targets that can be measured and they can be held to account on regarding performance. These measures are carefully selected and are broad to ensure that they can give a good oversight of progress.
- 3.31 The Combined Authority should give consideration to the matters above when seeking to establish its golden thread, which requires the Combined Authority and its partners knowing what its purpose is - how it will identify its objectives - what those objectives are - what the plan is to deliver them. Those objectives should then be at the heart of everything the Combined Authority seeks to develop and deliver.

[Illustration B – Golden Thread Process](#)



- 3.32 The Golden Thread should seek to reflect different regional priorities in a Combined Authority setting. In Cambridgeshire and Peterborough a clear process to establish the golden thread needs to be understood by decision makers and so perhaps should be a key component of the Even Better project.

Mayoral Priorities

- 3.33 The Mayor stated during the review that he did not know what the process was for incorporating Mayoral priorities into the objectives of the Combined Authority, this was also a view provided by some Leaders and key partners. The SGAS refers to the Mayor's 3 C's but now needs to set out measurable outcomes for the 6 themes, this presents the best opportunity for incorporation of mayoral priorities into the Combined Authority strategic direction.

- 3.34 Engagement with other Mayoral Combined Authorities (MCAs) revealed an approach of incorporating Mayoral priorities, supported by the democratic mandate derived from regional election, into the wider objectives of the Combined Authority. This appears to have taken place to a degree through the SGAS and would appear to be a wiser approach than separating out mayoral priorities from Combined Authority priorities, such an approach would lead to having to resolve how such priorities would be resourced if they had not been adopted by Board as part of the Combined Authority budget.
- 3.35 A lack of clarity over the approach to developing and incorporating mayoral priorities into wider objectives needs to be resolved, there is clear evidence that officers have and do advise the Mayor on key topics to inform a policy agenda yet understanding and expectations between Mayor and officers do not appear to be aligned.
- 3.36 Promotion of an integrated approach to strategy/ policy development would need to incorporate the mayoral policy agenda.
- 3.37 The Combined Authority may benefit from approaches taken at other Combined Authorities where policy officers review each mayoral manifesto prior to elections to prepare how best to enact the policy agenda dependent upon who is elected. It should be noted that officers felt that a clearly established Mayoral manifesto was not in existence for the incumbent and so they were not able to undertake this task for the Mayor for this current term.

Vision

- 3.38 The rejection of the Business Plan 2022/23 at the Combined Authority Board in March 2022 highlighted the difficult voting arrangements which the Combined Authority must work within as set up in the Combined Authority Order. It also identified the perceived lack of engagement with Constituent Authority's in developing the Business Plan and the need for a clear purpose, values and established direction as mentioned above throughout everything that the Combined Authority does.



[Illustration C - Golden Thread Venn Diagram](#)

- 3.39 This must be taken on board when developing a longer term vision for the region that is capable of sustaining short-term politics and provides a platform for future devolution. West Midlands has a 2030 vision, Greater Manchester has a strategy for 2021-2031, these strategies are based on agreed approaches to identifying regional insights and data that make them more capable of withstanding short term politics.
- 3.40 The *Even Better* transformation project has an ambition to develop a regional vision, it should consider doing so utilising agreed values and an agreed approach to identifying key drivers with Board and key stakeholders. It should also seek to first ensure complete clarity exists within the Combined Authority's strategic objective development process. The next step could be to work collaboratively to identify what the region is seeking to achieve and across what geography; and what are the conditions necessary for the Combined Authority to deliver that vision and the challenges that will come with it.

- 3.41 Throughout the review it was clear that if the Combined Authority could get close to a broad consensus on some of these issues it would have a great opportunity to deliver on its agreed purpose. Ensuring consensus on a more narrow agenda may help it operate in a more positive environment, this could subsequently allow the Combined Authority to then debate and develop a wider agenda that could seek to impact matters such as public service reform, health and Integrated Care Systems for example, where there is no consensus or cohesive approach at present and subsequently no Combined Authority leadership on these matters.

Ongoing Progress

- 3.42 It is important to reference ongoing progress within the Combined Authority to address some of the matters raised in this section of the report, these include:
- ❑ As stated above a purpose statement has been agreed and endorsed by Board, this represents a key initial first step in seeking to build the required foundations and fundamentals of the Combined Authority that have been identified as requiring improvement.
 - ❑ Progress has also been made in establishing a standing Chief Executives Group within the Combined Authority structure and the first meeting has taken place.
 - ❑ The *Even Better* project is up and running with clear workstreams including supporting the governance framework and developing informal governance mechanisms.
 - ❑ The development and adoption of the Sustainable Growth Ambition Statement represents development of priorities relevant to the current Mayoral term
 - ❑ Improvements are being delivered to drive development of policy, the business planning timetable now feeds through each business area which is a significant step

Conclusion Summary

The Combined Authority currently lacks a number of foundations and fundamentals that need to be addressed, the *Even Better* project is welcomed as a positive step towards seeking to provide the Combined Authority with the necessary foundations but it must be driven and delivered in an environment of engagement, consultation and collaboration rather than a top down internal officer exercise.

There is clear evidence that the Combined Authority needs to establish a clear purpose with meaning, setting out deliverables and a clear process for developing strategy and policy that will allow it to realise that purpose. The establishment of a golden thread should be a key objective for the *Even Better* project.

Key to purpose is ensuring mayoral priorities are supported in development and proposed for incorporation into the wider Combined Authority objectives.

The establishment of operating values (or principles) would be a positive attempt to improve consensus, develop collective leadership and build trust and relationships between the Combined Authority and its Constituent members.

A clear purpose and set of values will inform the requirements of the governance framework and help establish clear roles and responsibilities to help facilitate more effective decision-making. This will support development of a more strategically focused Combined Authority Board, addressing the reported disconnect between Mayor and Leaders and strategic development, decisions and direction.

Constituents often referred to the Combined Authority as a separate entity to themselves, whilst noting that the CPCA and each constituent council is a separate authority it is important to recognise and accept that all Leaders and constituent councils are part of the Combined Authority. Acceptance of being part of the problem and solution is vital to providing collective leadership.

A cohesive vision and delivery plan are also critical to informing how the governance framework operates in an integrated and co-ordinated way, ensuring a golden thread exists between objectives and ambitions, and strategy, finance, performance management, accountability and structure.

At present the Combined Authority staffing model is directed towards delivery rather than policy development, as a result external providers are often utilised to develop key strategy and policy which prevents the Combined Authority officers from engaging and developing relationships with key stakeholders in the policy development process.

Accepting that member collaboration is a challenge due to regional political differences, the biggest opportunity for positive change is at an officer level across the Combined Authority and its Constituent Authorities. Combined Authority Staff could seek to work far more closely with Constituent Authorities at director/senior manager/team level to design and deliver policy. This would be a shift in culture at the Combined Authority.

Recommendations

- 1 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Foundations and Fundamentals section of this report and produce an action plan in response.**
- 2 Board and Chief Executives Group should be engaged by the Executive Team in developing a set of values to underpin how the Combined Authority will operate as it seeks to deliver on its purpose. Those values should reflect additionality, subsidiarity, collective leadership and co-production at their core**
- 3 A clear approach to strategic development should be set out by the Combined Authority that details how its longer term vision, midterm strategy and immediate plans will be developed; making it clear what the process is for developing the strategic objectives and integrating the mayoral objectives**
- 4 The Combined Authority future business planning cycle should consider how the governance structure will fit with its approach to strategic planning in order to focus decision-making on the required thematic areas and how it will support development and delivery of mayoral priorities**
- 5 A co-production approach requires the utilisation of Constituent Authority Chief Executives. The Chief Executive Group should be supported by the Combined Authority in developing its role and input into the governance framework, developing specific workstreams for Chief Executives to lead on alongside interaction with the office of the Mayor**
- 6 The Combined Authority should seek to operate as a partnership at member and officer level with a clear framework of engagement through a bottom-up way of working, developing this framework should be a key task for the 'Even Better' Transformation Project**

Culture and Behaviours

- 4.1 The Combined Authority Board is the decision-maker and face of the Combined Authority, how it operates has a significant influence on how the Combined Authority is viewed and how it operates.
- 4.2 Those who have attended Board Meetings at CPCA will have witnessed debates and discussions that at times stray beyond constructive criticism into confrontational and critical behaviours that do not reflect the required Nolan principles that guide Member conduct.
- 4.3 Equally concerning is the level of procedural challenge made to statutory officers, all of which contributes towards Board meetings that become dominated by local politics, squabbles over process, open disagreement and hostile behaviour alongside a lack strategic focus. This is not to say that there is not reason for challenge over procedural matters but to advise that there is a more positive and clear way of dealing with such matters.
- 4.4 This behaviour was raised with voting Board Members during the course of the review with all accepting that Board behaviour was at present not acceptable and subject to influence from party politics. Additional reasons relating to frustrations were given by Board members for poor behaviour at the Board, such as:
 - “There is a lack of respect for what the Combined Authority can and could do which leads to a lack of respect for each other”***
 - “Board meetings are terrible experiences, they are too long and not focused”***
- 4.5 Politicians also raised concerns regarding report quality, regular late items amongst a perception that they were not being actively engaged in the preparation process for Board meetings, all of which contributed to a tone of negative debate. There are forums for political involvement in preparation for Board meetings such as Leaders Strategy Meeting where direction can be given regarding required report content to inform decision-making.
- 4.6 Many Combined Authorities have developed a consensus approach to decision-making which often requires key items to be positively discussed and agreed upon without the need for a vote. Such approaches are supported through agreed values and pre/post meeting processes that could be developed further at the Combined Authority.

Board Culture & Behaviour

- 4.7 Whilst not an excuse for poor behaviour there does appear to be cultural issues that are impacting or driving some of these behaviours such as the operation and content of Board meetings themselves. This refers to the process approach and also the mindset of the Combined Authority when it comes to Board meetings.

Board Cycle

- 4.8 The Combined Authority Board has been meeting almost monthly for some time, this means there is a constant cycle of preparation and attendance for these meetings which is a drain on time for already busy Politicians. Additionally the Pre-Board meeting process does not seem to engage Board membership as happens at other Combined Authorities such as in the North of Tyne or West Midlands. These Combined Authorities engage Board membership in upcoming agenda items and seek guidance on report drafting and required content to assist with decision-making.

- 4.9 A monthly Leaders Strategy Meeting (LSM) takes place which is attended by the Mayor and Leaders to attempt to engage them in the process of ensuring agenda awareness and providing guidance on report content, however this meeting is not specifically focused on pre-Board requirements as it also seeks to cover wider political and policy topics. Leaders reported that LSM does not generally engage membership early enough to impact report drafting and content.
- 4.10 Board Members do not direct ownership of the Forward Plan at present which appears to be driven by Combined Authority Officers. Board Members should be challenging the content as should the Combined Authority Executive Team in order to ensure items going to Board are appropriate and that there is genuine strategic fit and reasoning for those items being added to the Forward Plan. This challenge process can also provide an opportunity for Board membership to set out what information they may need in order to make a decision.
- 4.11 The Forward Plan is a standing item at Board meetings, this tends to be at the end of the agenda and is often considered at haste as a result. It also informally comes to LSM but appears to be considered as an information item to note rather than to own and challenge. Internally the Forward Plan now comes to the Executive Team for review, this is key to ensuring effective officer challenge to items being added.
- 4.12 Then there is the issue of reports themselves, this will be addressed in the governance framework and process section of this report. However, key to reporting issues is the length of reports and also the content. A majority of Board Members stated that they felt they were not given the required information to make an effective decision on items being considered by the Board in regards to background papers and detail on strategic fit. The Bus Service Improvement Plan was highlighted as an example by several Leaders.
- 4.13 A good governance framework will usually help manage and mitigate these challenges through transparent, streamlined, integrated and robust meeting preparation, planning and subsequent decision-making. Currently there are some aspects of the governance framework, covered in the report, which are not working effectively and therefore contributing to the problem. The Pre-Board process is one of these.
- 4.14 The Board currently deals with a considerable amount of business due to the lack of delegated authority it has handed to other Committees within the governance framework. Board Members are often required as a result to discuss non-strategic items on a regular basis. All voting Board Members during interviews stated they supported delegation to appropriate committees in order to support a strategic focus at the Board.
- 4.15 The remit of Board will be addressed further in the governance framework section of this report.

Lack of consensus

- 4.16 I have attended and viewed several Board meetings during the course of this review to see first-hand how they have operated, the key takeaway from these meetings other than the burden of business and individual behaviours is the very visible lack of consensus amongst its membership.
- 4.17 The existing engagement and preparation process for Board meetings and the issues raised under Foundations and Fundamentals are clear contributing factors to this, as of course is party politics. It is not difficult to identify political factions at Board meetings, this alongside open disagreement and challenge are further indicators of the lack of consensus that exists amongst Board membership.
- 4.18 Some Combined Authorities like the North of Tyne refer to a consensus approach within their constitution and the voting arrangements created at Combined Authorities through their Orders set up the need for regional consensus in order to effectively operate. The political balance within Cambridgeshire and Peterborough is more challenging than in North of Tyne or Greater Manchester

and this should be noted, however West Midlands Combined Authority has similar political challenges. It deliberately seeks to ensure its Board operates through consensus which it develops and confirms in the policy development and pre-board process. As a result Board meetings in the West Midlands on the whole have less visible divisions.

- 4.19 Introducing opportunities for engagement and input into reports, early briefings on upcoming items alongside ownership of the Forward Plan, and a clear supported agenda (with items where consensus has not been reached not taken to Board) can help create a culture of consensus. Further interaction between officers and the sharing of responsibility for reaching consensus can strengthen this approach further.
- 4.20 As Chair of the Board the Mayor plays a key role in seeking consensus amongst Board membership. Engagement with other Combined Authorities revealed consistent relationship processes such as 'check ins' between the Mayor and individual Leaders and away days to focus on debating and developing key items. It is important the Mayor is supported in seeking to develop relationships by the Combined Authority Executive Team, similarly that the Mayor takes responsibility for engaging Leaders and that Leaders are receptive to such efforts.

Mindset and Politics

- 4.21 Officers engaged during the review referred to two key frustrations in engaging Politicians across the region, that being mindset and politics. Mindset refers to the challenge of getting Politicians and Constituent Authorities to take a regional 'big picture' perspective of key issues. Parochial viewpoints set around 'what is in this for our district' were reported as a common challenge by officers.
- 4.22 Council Leaders referred to other Board Members not taking a regional and strategic approach to discussions with the most common reason given being that the strategic direction and purpose of the Combined Authority was not clear. As a result this left Leaders unable to identify or take a strategic view in the context of the Combined Authority which may have led them to the safety of taking a parochial view.
- 4.23 On the flip side the Mayor and Leaders reported frustrations with Combined Authority Officers for wanting to take a one size fits all approach to key issues, in their opinion not noting the differences between areas within the region.
- 4.24 Dealing with a constituent based approach and ignoring different constituent needs to regional strategic matters is a challenge all Combined Authorities must face. Successful Combined Authorities utilise an approach of consensus which involves significant engagement at an early stage on key issues to help drive a more focused agenda that all parties are in support of in principle. Those topics where there are significant differences do not make it to Board for decision until an agreed way forward has been established prior to decision-making.
- 4.25 Clarity on purpose, vision, and objectives will undoubtedly help ease frustrations and improve mindsets and a significant step could be delivered through agreement on the operating values and principles of the Combined Authority.
- 4.26 There is also an opportunity through greater engagement with Constituent Chief Executives to work collaboratively in the development of regional strategic matters and attempt to take some of the politics out of current debates. Chief Executives are well placed to see regional benefits and to subsequently brief and advise their Leaders.

Collective Leadership

- 4.27 Voting members of the Combined Authority Board are predominantly leaders (whether that be as Chair of the Board, the Business Board or as Leader of an Authority), they have a role to come together at Combined Authority level to provide collective leadership for the region.
- 4.28 It is the role of the Mayor to drive collective leadership with support from Constituents at the Board, in his position as Chair of the Board. Contrasting views were given on the leadership provided through the Mayor during the review, with a majority stating the Mayor could do more, citing that he had not engaged Constituents in major work such as the economic strategy appropriately. Equally others referred to the lack of a Mayoral team to support him and opinion of wider cultural approaches within the Combined Authority that directed leadership through a top down officer approach.
- 4.29 As Chair of the Combined Authority Board, with significant decision-making requiring specific Mayoral support to progress, the Mayor has a vital role in ensuring the Combined Authority Board works collaboratively in order to arrive at a consensus to enable it to deliver its key functions.
- 4.30 While the elected Mayor will have many formal powers, including proposing a budget and strategies, the post holder will still have to confer, collaborate, negotiate and foster a consensus with other Board Members and stakeholders to effectively discharge the mayoral functions. As such the elected Mayor as chair of the CPCA will need to exercise leadership skills to ensure the CPCA functions effectively.
- 4.31 The need for the Combined Authority to develop a consensus culture is referred to above, in order to support a consensus culture it is important that Leaders of Constituent Authorities recognise the mandate of the Mayor alongside a responsibility to also provide collective leadership. It may be that the Combined Authority needs to develop a narrower agenda in order to focus on key areas of consensus to help it initially move forward.
- 4.32 Board Members also require the appropriate advice, guidance and support from Combined Authority Officers and their own Chief Executives. A consistent theme throughout the review from the perspective of Politicians was that the Combined Authority often took a top down approach by seeking 'to do' rather than 'work with' the Mayor and Constituent Authority Leaders and Chief Executives. This fed the perception of a lack of engagement by the Executive Team and a view that the existing organisational culture was focused to directly deliver and at times 'impose upon' rather than commission or seek to utilise existing regional expertise. This approach is contrary to that of co-production and the values recommended within this report.

Behaviour

- 4.33 From the evidence gathered it was widely recognised that there have been positive improvements in the culture of the organisation amongst officers and politicians but that further improvements were required. Overwhelmingly voting Board Members, Constituent Chief Executives and CA staff who were engaged reported that they wanted to create a working environment which was more open to engagement, collaboration, with a clear focus on clear priorities and welcoming of challenge.
- 4.34 Board Members and Senior Officers within the Combined Authority talked consistently about there being a lack of trust between the Combined Authority and Constituents, between the Mayor and Leaders, amongst Leaders and between the Combined Authority Executive Team and Politicians.
- 4.35 Such a lack of trust will have significant negative impacts and attempts to positively address this moving forward are required. It should be noted that efforts are being made to improve engagement through the Chief Executives Group and to develop a Member Officer Protocol.

- 4.36 Greater co-production at officer level, with a bottom up approach, could help improve trust. At the senior level clarity over objectives, purpose, roles and responsibilities can provide some improvement. There is also a clear case that Politicians may need to be reminded of expected member behaviours and the code of conduct, referencing of course to the Nolan Principles and the need to demonstrate these. The creation of a Member Officer Protocol can support the Code of Conduct and provide greater clarity around expectations and interactions.
- 4.37 All Board Members are expected to act in accordance with the code of conduct and demonstrate regard for the Nolan Principles, given the senior positions Politicians on the Board are in it is safe to assume that they will all be aware of code of conduct requirements. Nevertheless the Monitoring officer may wish to give consideration to providing training and/or opportunities for Board members to discuss their behaviours and how they can be improved.
- 4.38 The Audit and Governance Committee has a role to advise on Member behaviour and application of the code of conduct which could also be explored.

Ongoing Progress

- 4.39 It is important to reference ongoing progress within the Combined Authority to address some of the matters raised in this section of the report, these include the Executive Team taking responsibility to review and challenge the content of the Forward Plan and the beginning of a process to develop a Member Officer Protocol.

Conclusion summary

The governance framework can play a role in setting the tone for culture and behaviour within an organisation, evidence suggests that improvements and refocus within the governance framework could help remove some of the frustrations that are impacting behaviour.

A more strategically focused Board would refocus Board membership onto key strategic items, supported by a more appropriate cycle of bi-monthly meetings and a thorough Pre-Board process that would enable greater engagement and ownership of the agenda, forward plan and reports which could also provide significant benefits.

The greater levels of engagement and interaction between the Combined Authority, Mayor and Leaders through a Pre-Board process could also have a positive impact in building trust and improving clarity on Board activity.

However there is also a need for Politicians to provide collective leadership to the region and act appropriately, party politics is highly evident at Board meetings and the Chief Executive and Monitoring Officer may need to remind Board Members of the Nolan Principles and code of conduct.

There is an opportunity now local elections have passed to reset the dynamics and behaviours within the Combined Authority that requires collective leadership from all. Constituent Chief Executives could play a valuable role in helping reshape political dynamics.

Recommendations

- 7 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Culture and Behaviours section of this report and produce an action plan in response**

- 8 The Governance Framework should reflect a more strategic remit for the Combined Authority Board supported by an engaged Pre-Board process based on the values set out in this report**
- 9 The Executive Team, supported by the Chief Executive Group, develop a workstream to help reset and improve Political dynamics and behaviours**
- 10 The Chief Executive Group, enabled by the Combined Authority Chief Executive, develop lead roles for Constituent Chief Executives to build regional consensus on specific Combined Authority policy agendas**
- 11 The Combined Authority Chief Executive considers options within a future operating model to deliver increased collaboration between the Combined Authority and Constituent Authority Officers, examining additional opportunities for joint postings**
- 12 The Combined Authority should implement a development programme to build relationships between Board Members and the Combined Authority Executive Team**

Governance as an enabler

- 5.1 The Governance Framework should enable decision-makers to fulfil their roles and responsibilities, it should be seen as an enabler rather than a necessary evil. The tone of feedback that has been provided on the process, the behaviour, the focus and the operation of the Combined Authority at Board level has generally been negative throughout the majority of the review.
- 5.2 Officers and Board Members have both described attending Board as a necessary evil with little perceived value. Executive Committee Chairs have described Committee operation as more collaborative but without a clear sense of purpose or the ability to make an impact. Audit & Governance Committee has been described as not knowing how it fits into the Combined Authority and therefore how it can best add value, and Overview & Scrutiny (like in the majority of Combined Authorities) is trying to define its role.

Understanding

- 5.3 Good governance principles need to be understood, owned, practiced and upheld by all decision-makers and those working to support them. Engagement with Officers across the Combined Authority through the review and wider by the Governance Team has shown that there is a general lack of understanding about how decisions are made and what the roles and responsibilities are of key individuals such as the Mayor.
- 5.4 During the review a number of general governance lunch and learn sessions were delivered by the Combined Authority Governance Team to help Officers better understand key elements of the decision-making process. These sessions highlighted a lack of knowledge of the governance framework, who makes decisions and why, the purpose and function of each Committee and the powers and responsibilities that exist across the framework.
- 5.5 Moving forward the Governance Team will need to develop a programme of officer training sessions that:

- ❑ Provide an overview to the governance framework and how decisions are made, including the process of building up to decisions through appropriate engagement
- ❑ Set out the roles and responsibilities of the role of Mayor, Board, Committees, Scrutiny and Audit & Governance
- ❑ Provide training on report writing and presenting to Board and Committees

- 5.6 In addition the Strategy Team should consider delivering sessions on the process for how strategy, policy and new ideas are to be developed and fed into the governance framework.
- 5.7 An improved understanding for officers across the Combined Authority can be passed on to Constituent Officers, partners and stakeholders through engagement and interaction.
- 5.8 The *Even Better* project does not currently have included within its remit the development of organisational good governance behaviours, these could be the next step in upskilling officer skillsets following suggested lunch and learn sessions on the governance framework.

Communication

- 5.9 The review revealed a general acceptance that communication levels have increased between the Combined Authority and its Constituents in the past 18 months, particularly amongst officers, however this communication was perceived by some to at times be poorly timed and/or insufficient.
- 5.10 Criticism of Combined Authority communications was a consistent theme throughout the review on the development and delivery of projects and in consultation exercises. The status of devolution projects and the University Programme in Peterborough were highlighted as examples of poor communication by Constituent Leaders who consistently stated that they did not know the current status of developments.
- 5.11 It is important to consider this feedback in context however, the Combined Authority does provide a RAG rating update report for Board Members on devolution projects. Additionally the Local Transport Plan consultation exercise was highlighted as an example of a missed opportunity for greater communication and collaboration by some Constituent Leaders but also given as a good example of enhanced engagement work by others.
- 5.12 For the benefit of this review, which has not gone into a detail evaluation of communication approaches at the Combined Authority, it is therefore important that focus should be put on governance communications and where this can be improved. We have already referred to the need for a Pre-Board process which could significantly improve engagement, build trust and improve decision-making at Board level. We have also referred to the need for the establishment of a Combined Authority supported Constituent Chief Executive Grouping that again would provide opportunity for information sharing and additional engagement.
- 5.13 The Pre-Board process and the preparation of business for other Committees could benefit from greater communication with key officers in each Constituent Authority. This would create enhanced briefing opportunities for Councillors in each Constituent on key issues and CA business if Constituent Councils provided a list of lead officers on specific issues so the Combined Authority could send relevant papers to those identified lead officers as well as Council Leaders and Chief Executives.
- 5.14 Other Combined Authorities have developed 'offers' of communication based around senior officer engagement with Constituent Councils in order to improve lines of communication, increase engagement and collaboration. The West Midlands Combined Authority has developed 'Constituent Offers' that include holding rotating Executive Team meetings at Constituent Authorities that allow lead

CA Officers to brief Constituent Officers on current and future Combined Authority business and opportunities. This also creates opportunities to brief wider elected member representation from Constituents on what the Combined Authority is about and is doing.

Informal Governance Mechanisms

- 5.15 The review of governance began with a governance mapping exercise to identify the current governance framework at the Combined Authority. When this was undertaken it became evident that there were few examples in the current structure of 'steering groups' consisting of relevant leads from Constituent Councils and partners that worked directly in support of formal bodies.
- 5.16 This is not to say that informal governance bodies do not exist as they clearly do, more that improvements can be made in ensuring those that do have a clear role in informing the work of parent bodies such as Combined Authority Committees.
- 5.17 Informal governance mechanisms are vital at ensuring appropriate engagement, communication, issue identification and assisting delivery within each thematic area, even more so in a Combined Authority setting due to the partnership and consensus requirements needed for a Combined Authority to effectively operate.
- 5.18 Other Combined Authorities engaged as part of this review identified informal governance bodies within their governance frameworks and set out the positive value that they added to the governance process. Numerous examples were provided across Combined Authorities where steering committees or groups existed to assist formal Committees by helping to inform the agenda, provide a 2 way engagement and communication process, assist in report drafting and review process, identify issues and debate policy ideas.
- 5.19 The Housing & Land Steering Committee at West Midlands Combined Authority was a particularly good example that incorporated the Lead Directors/ Officers for Housing & Land within each Constituent Authority alongside key developers and partners in its membership, alongside key Combined Authority Officers. They were able to review and debate committee business far in advance of each Housing & Land Board meeting which ensured Councillors (Chaired by the relevant Lead Members for Housing) were briefed, aware of the ask and why it was regionally important, and able to help shape the agenda by raising key issues and opportunities where it was felt a Combined Authority setting could assist.
- 5.20 Earlier in the report I referred to the benefits of creating a Constituent Chief Executive Group, this is another example of positive informal governance but at the top level. Chief Executives can be given cross cutting themes to lead on building consensus on for future development and debate at the Combined Authority.
- 5.21 The principle of 'steering committees' consisting of appropriate Constituent Council lead officers should be adopted by the Combined Authority in support of Combined Authority Committees (other than Board and Regulatory Committees) and to assist in developing a co-production approach and ensuring greater engagement and communication between the Combined Authority and Constituents.
- 5.22 The *Even Better* project has a workstream to develop informal governance mechanisms with a focus on communication and engagement, ensuring this work relates to steering committees and their parent bodies could be essential.

Assurance Framework

- 5.23 A topic that was raised during the review, but did not form a detailed part of this review, was the Combined Authority approach to the administration and approval of investment funds and the Assurance Framework that oversaw this approach.

- 5.24 The Mayor and Leaders have a perception that the process for initiating projects is not clear and lacks political oversight or input, additionally a view was expressed that development standards for projects were missing an opportunity to incorporate CPCA specific standards.
- 5.25 Other Combined Authorities have developed their Assurance Frameworks around a single approach that identifies clear lines of relationship with the governance framework, a specific focus on strategic justification to enhance the golden thread requirement of the Combined Authority, further supported by Combined Authority specific requirements such as inclusive growth or climate change criteria.
- 5.26 A review of the Assurance Framework in detail could be undertaken at the Combined Authority to ensure that it is fit for purpose and provides consistency of approach, standards, appraisal, assurance and decision-making across all funding pots. A review could also examine how the Assurance Framework allows for additional proportionality within the development of business cases and in the development routes that are undertaken, as well as how it engages constituents and partners.
- 5.27 This review has not undertaken a detailed review of the Combined Authority Assurance Framework, however it is recommended that the next internal review seeks to identify and address any Mayoral and Constituent concerns with the Assurance Framework. It should be noted the existing Assurance Framework is fully compliant with HMTs Green Book and government requirements.

Decision-making principles

- 5.28 This review has also not undertaken a detailed review of the Combined Authority Constitution, there is a separate process in operation that involves Councillors and Officers for this process. However, the review did identify when examining the call-in process at the Combined Authority that its Constitution does not currently detailed any decision-making principles.
- 5.29 Decision-making principles are common place in Local Authority Constitutions and act as guiding principles to apply to decision-making, this subsequently can have a positive influence on the approach taken to the content of reports, decision-making considerations and subsequent accountability arrangements through the guidance provided on how a decision will be considered.
- 5.30 Decision-making principles are relatively standard across Local Government and are also present in Combined Authority Constitutions. In West Yorkshire they are set out as a specific article on decision-making, in Greater Manchester they are set out in the general articles and in West Midlands they are further stated in scrutiny call-in guidance and procedure.
- 5.31 In a Combined Authority context these principles could appear as follows:

All decisions of the Combined Authority, including those made by or on behalf of the Mayor, or by a committee or an officer, should be made in accordance with the following principles:

- ☐ *proportionality (that is the action must be proportionate to the desired outcome),*
- ☐ *due consultation and the taking of professional advice from officers,*
- ☐ *having regard to relevant and material considerations and disregarding irrelevant considerations,*
- ☐ *guarding against any form of predetermination in any decision-making process,*
- ☐ *consideration of any alternative options,*
- ☐ *respect for human rights,*
- ☐ *a presumption in favour of openness and transparency,*
- ☐ *clarity of aims and desired outcomes,*
- ☐ *the giving of reasons for the decision and the proper recording of those reasons.*

- 5.32 Decision-makers would be expected to demonstrate decisions were taken in accordance with these principles alongside other considerations such as accordance with legal requirements, the Combined Authority Constitution, the Combined Authority budget and policy framework and the strategic objectives of the Combined Authority.
- 5.33 The lunch and learn session with officers within the Combined Authority on report writing referred to decision-making principles as a good basis of consideration for report authors to consider.
- 5.34 Decision-making principles tend to play a key role in the Scrutiny Call-in process with those wishing to call-in a decision having to justify how decision-making principles were not applied to that decision. Without such principles to apply to the decision-making process it is possible for decisions to be called in without clear reasoning which can politicise the process rather than acting as a check and balance.

Cambridgeshire Public Service Board

- 5.35 The Cambridgeshire Public Service Board (CPSB) consists of key public service partners, its purpose is to provide an opportunity for the leaders of public sector organisations to come together and make strategic interventions and to provide better outcomes for its residents and place.
- 5.36 The CPSB consists of all Constituent Authority Chief Executives, the Combined Authority, the Police & Crime Commissioners Officer, Police, Fire, Clinical Commissioning Group, and Greater Cambridge Partnership.
- 5.37 The CPSB seeks to work collaboratively as a single team with a focus on system wide strategic issues and horizon scanning for future opportunities to benefit the region. The Combined Authority Chief Executive is part of CPSB and has been working to improve relationships with partners which were frequently described throughout the review as in need of repair. It was reported to the review that these relationships were so negative under previous leadership at the Combined Authority that there was a period of time when the CPSB operated without Combined Authority involvement.
- 5.38 Engagement through this review with Greater Cambridge Partnership as well as all the Constituent Council Chief Executives revealed support for the Combined Authority to take a central enabling role in the future of the CPSB. The Combined Authority Chief Executive role was viewed by a wide number of interviewees as a potential key enabler and interface on system wide strategic matters to interface with the Combined Authority and the role of Mayor, which has wide ranging convening capabilities.
- 5.39 Public Service Reform is a thematic area that currently does have a specific focus within the Combined Authority governance structure, given the need for improvements in foundations, fundamentals and behaviours it may be that the best way to move Public Service Reform forward would be for the Combined Authority to maintain a narrower agenda and support Public Service Reform through the CPSB.
- 5.40 CPSB membership are greatly placed to work collaboratively with enabling support from the CA Chief Executive in this area, to bring in political leadership when required and to build consensus. In such a circumstance the Combined Authority Chief Executive would need to represent the views of the Mayoral agenda.
- 5.41 The CPSB terms of reference are currently out of date so now would be a good time for them to consider their role moving forward and how best the Combined Authority can enable it to achieve its goals, particularly with arrangements such as Shared Prosperity Fund on the horizon where such a panel could potentially play a key role.

Governance Roles

- 5.42 The review revealed potential opportunities for development and clarity on a number of key roles within the governance framework, those being the positions of Mayor, Deputy Mayor and Lead Members.
- 5.43 As mentioned earlier in the report clarity is required on the process for integration and delivery of Mayoral priorities by the Combined Authority, improvements here can help increase understanding on the role of the Mayor and ease some tensions around how Mayoral priorities are delivered.

Deputy Mayor

- 5.44 The position of Deputy Mayor featured consistently in the review as a position that currently does, and in future could develop further, to assist with political tensions at Board level. Deputy Mayors can play an integral role at Combined Authorities noting that they play the lead role on Police And Fire where those Mayoral powers exist.
- 5.45 In other Combined Authorities Deputy Mayors have developed roles to support the Mayor and assist in the operation of Board business, acting as conduit between the Mayor and Leaders, acting as a fixer on key political matters and keeping an eye on horizon scanning regional political matters. However where such roles exist the Deputy Mayor role is occupied by an individual of the same political persuasion as the Mayoral role.
- 5.46 It is worth giving consideration to defining and developing the role of Deputy Mayor and how the role can best support the Mayor and Board.

Portfolio Lead Roles

- 5.47 Lead Member roles are currently in operation at the Combined Authority, the Constitution lists Lead Member responsibilities in Appendix 1 (of the Constitution), however this element is clearly out of date and refers to arrangements under the previous Mayor.
- 5.48 A number of Lead Members felt that they were unclear on what was required from a Lead Member especially as the role had no delegated authority. In addition all Leaders stated that the Combined Authority took up a significant amount of their already increasingly busy schedule which meant leading on portfolio areas for the Combined Authority was a challenge.
- 5.49 It is difficult for the Combined Authority to clarify and/or develop the role of Portfolio Leads at present due to the need to build foundations and fundamentals, and taking into consideration the difficult political environment in operation at the Combined Authority Board. As a result it would be prudent to examine the potential role of Portfolio Leads once key foundations have been developed and agreed.
- 5.50 Many Mayoral Combined Authorities have Portfolio Leads but few attempt to detail the responsibilities of the role like has been done at CPCA.
- 5.51 Portfolio Leads are not like those of Cabinet Portfolio Holders within Local Authorities, they have no delegated authority. In order for the role to lead on delivery of a policy agenda or provide political direction to a portfolio the Combined Authority will need clarity on its objectives, a concern during interviews amongst politicians was that clarity of objectives and political trust to stick to an agreed approach did not currently exist within the Combined Authority and as such was a barrier to providing effective portfolio lead positions.
- 5.52 Greater Manchester Combined Authority gives each Leader a policy brief on which to 'lead', in West Midlands Combined Authority they have Portfolio Leads, in both circumstances it is not entirely clear to

what extent leading entails. Engagement suggests that Leads have a responsibility to oversee delivery of strategic objectives and to Chair appropriate thematic committees.

- 5.53 Regardless the appointment of lead positions amongst Board membership is a positive opportunity to engage all in the Combined Authority agenda. Leaders suggested during interviews that being able to have a supporting Councillor for each Lead position may be a step worth consideration due to the busy nature of Council Leader schedules. Investigating such a proposal further would seem a sensible step.
- 5.54 Consideration should also be given by the Mayor to empowering Lead Members by delegating functions reserved for the Mayor to Lead Portfolio Members, this is an existing power within the Combined Authority constitution.

Ongoing Progress

- 5.55 It is important to reference ongoing progress within the Combined Authority to address some of the matters raised in this section of the report, these include:
- ☐ Development of Governance lunch and learn sessions for CPCA Officers
 - ☐ *Even Better* project workstream focus on good governance behaviours
 - ☐ Precedent of informal governance bodies already in existence to support key policy or workstreams
 - ☐ *Even Better* project workstream focus on developing informal governance mechanisms

Conclusion summary

Good governance principles need to be understood, owned, practiced and upheld by all decision-makers and those working to support them. This is significantly harder to do if there is no broad understanding of how the framework operates or how decisions are made. Good governance behaviours come from having a good understanding of governance.

Good governance communications have been one of the key asks from Politicians throughout the review, this feeds into the continuing theme of clarity that is a requirements in all aspects of governance at the Combined Authority. Finding ways to enhance communication with key partners and officers can improve knowledge of the Combined Authority agenda and harness greater cooperation and coproduction opportunities.

This can be further enhanced through engaging the lead Constituent Council officers in support of Combined Authority Committees. The *Even Better* project is examining how to develop informal governance mechanisms across the region, the Combined Authority governance framework can take the lead by adopting the principle of lead officer steering committees to support Committee activity where appropriate.

Internal decision-making can be further supported through the adoption of decision-making principles. This will not only guide decision-making but it can also guide report production by directing authors on how the report/ decision will be considered. It is also a mainstay in the consideration of the scrutiny call-in process.

Recommendations

- 13 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Governance as an enabler section of this report and produce an action plan in response**
- 14 The Combined Authority should seek to ensure employees understand the governance framework and how decisions are taken. This should become a key component for new**

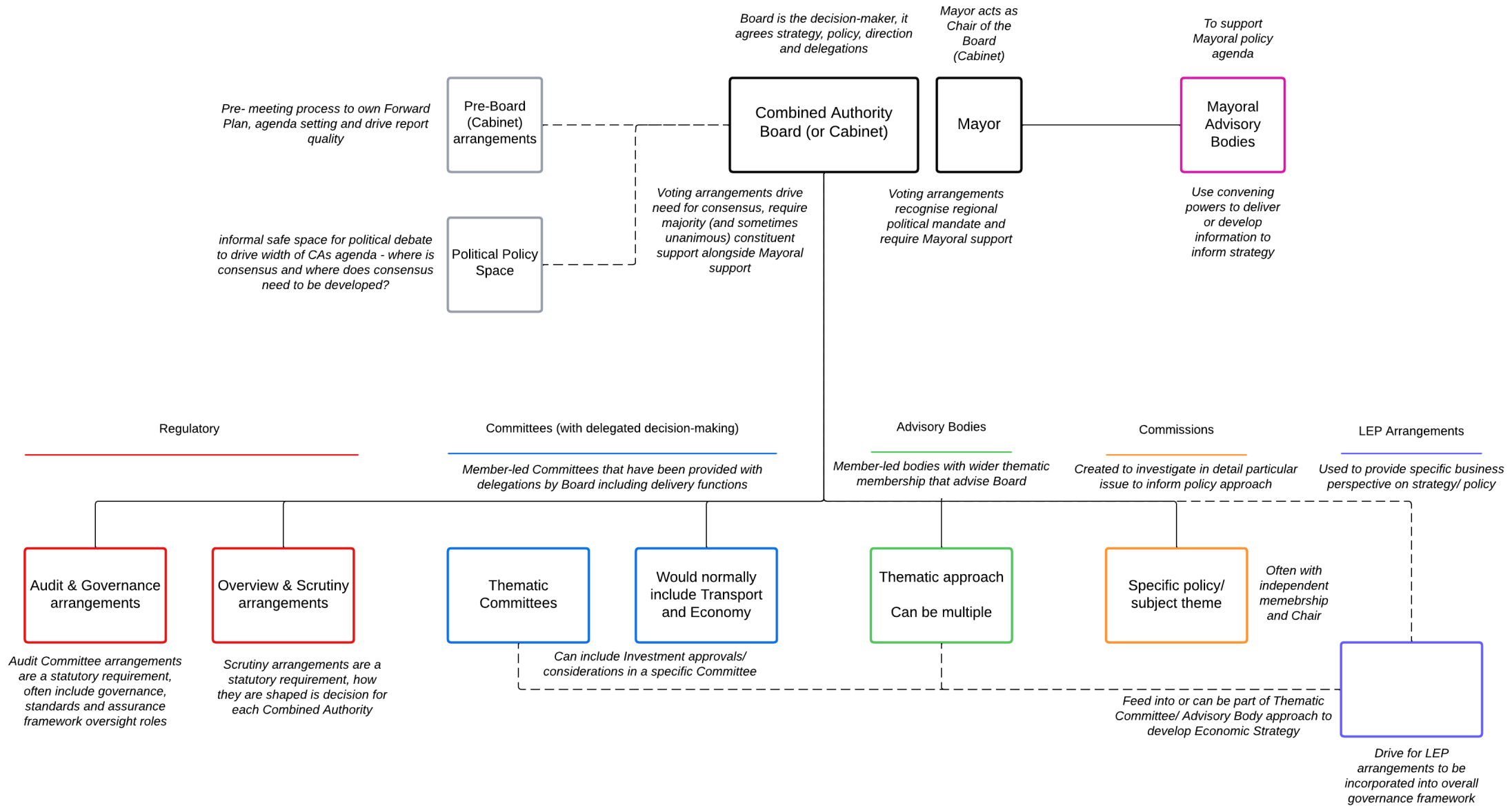
starter induction and the Governance Team should develop and deliver an annual programme of lunch and learn information sessions alongside training and guidance for officers and partners.

- 15 Constituent Authorities provide a list of key officers to the Combined Authority on each thematic area (to be detailed by the Combined Authority) so that those officers can be sent relevant papers for relevant Combined Authority Boards and Committees.**
- 16 The Chief Executive, in engagement with Constituent Council Chief Executives, considers how to develop approaches to better engage and inform Constituent Authorities.**
- 17 The principle of 'steering committees' consisting of appropriate Constituent Council lead officers be set up to support formal Combined Authority Committees (other than Board and Regulatory Committees) be adopted by the Combined Authority.**
- 18 The Combined Authority adopt decision-making principles for inclusion within the constitution that sets out the principles by which decisions will be made at the Combined Authority. It is recommended that the decision-making principles set out in this report be the basis of those principles.**
- 19 The Chief Executive engages CPSB Membership to discuss how best the Combined Authority can enable and support it in achieving its objectives.**

Governance Framework

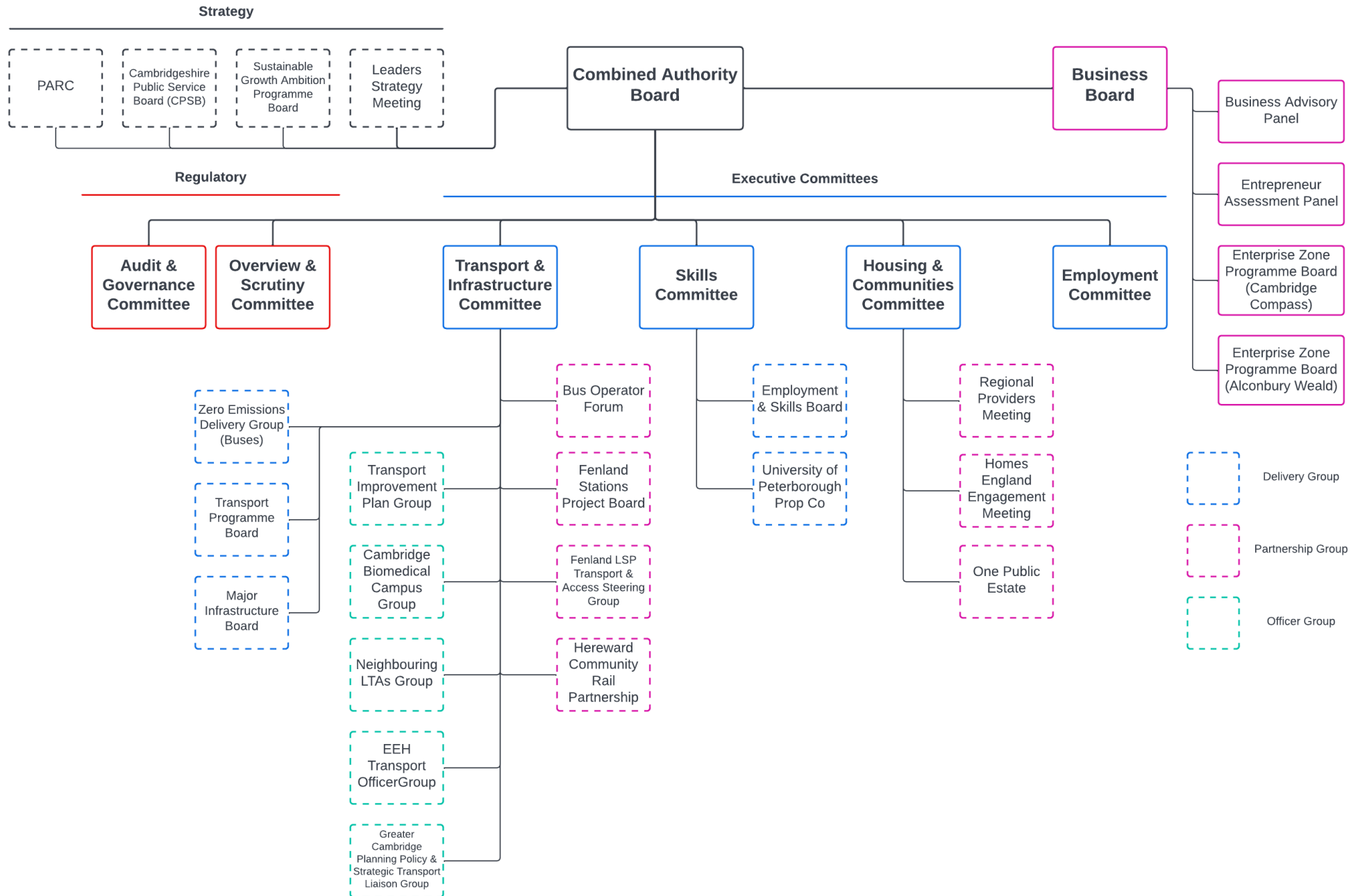
- 6.1 Consistent themes have been a positive within this review of governance, having consensus amongst politicians regardless of party, senior officers both within the Combined Authority and at Constituent Council level and amongst partners, suggests that the issues identified to be addressed are the correct ones.
- 6.2 Another of these consistent themes has been the response when asked what do you want from your governance framework, the response overwhelmingly featuring the following:
 - ☐ Simplicity
 - ☐ Clarity
 - ☐ Alignment with strategic direction
 - ☐ Value adding
- 6.3 Another regular response was that of streamlining. This referred to a perception that the current governance framework was complicated and large, alongside an assumption that it could be streamlined to become more efficient.
- 6.4 The structure at the Combined Authority is relatively straight forward, particularly if you compare it to other Combined Authority structures. Combined Authority governance structures are relatively standard, a review of all Mayoral Combined Authority governance structures suggests that the common components are as follows:

Illustration D – Generic Combined Authority Governance Structure



- 6.5 The Board is where the power sits, consisting of Constituent Leaders and Chaired by the Mayor. At CPCA the Chair of the Business Board is also a voting member of the Board and there are non-voting members such as the Police & Crime Commissioner, Clinical Commissioning Group and Fire Authority.
- 6.6 We have touched on the need for enhanced Pre-Board arrangements and this will be detailed later in this report. At present there is a Leaders Strategy Meeting (LSM) attended by the Mayor and Constituent Leaders alongside senior Combined Authority Officers that plays a limited role in Board preparation. LSM is intended to act as a forum for the Mayor and Leaders to come together and discuss upcoming matters and decisions.
- 6.7 Regulatory Bodies are a reference to the Overview and Scrutiny function and the Audit and Standards function which sits within Overview & Scrutiny Committee and the Audit & Governance Committee. These are functions that the Combined Authority is required to have by law.
- 6.8 Commissions have previously been in operation at the Combined Authority. Commissions tend to be groups set up comprising of membership of outside experts and independent membership who are asked to investigate a particular topic, concern or question and provide conclusions and recommendations to help shape a policy approach. Most recently there has been an independent commission on climate change at the Combined Authority and an independent economic review.
- 6.9 Committees are bodies set up around a thematic area, objective or directorate by the Board to discuss specific matters, they can also play an operational delivery role or oversee delivery of a key strategy. Committees can have a key role in engaging appropriate partners and stakeholders and building up an evidence base to assist in the developing of key strategy relevant to their thematic area.
- 6.10 Advisory Committees are similar to Committees above but are limited to providing advice rather than making decisions.
- 6.11 At CPCA they are ahead of the curve in regards to their structure with the Local Enterprise Partnership (LEP). The LEP, named the Business Board, has been incorporated into the Combined Authority governance structure and operates as an advisory board to the Combined Authority.
- 6.12 Of course not all of the elements within a generic Combined Authority structure are and need to be in play at all times.
- 6.13 Mayoral Advisory Bodies are groups that have been set up specifically to advise the Mayor in the development and delivery of Mayoral priorities. These groups can play an engagement role with key partners and help oversee the development and delivery of Mayoral priorities. These are common place in many Combined Authorities on a range of topics from Youth Advisory Groups, Homelessness, Race Equality, small business and green energy.
- 6.14 The current CPCA structure is relatively simple and straightforward, it consists of key components without the complication of Thematic Advisory Bodies or Commissions. It also does not currently have any Mayoral Advisory Groups.
- 6.15 Its Executive Committees make recommendations to the Board for consideration on thematic strategy and have delegated authority to oversee the development and management of key thematic strategy and policy. They do also have key delegations, for example the Housing & Communities Committee had delegated authority for the staged release of the budget for housing projects to be funded from the Affordable Housing Programme.
- 6.16 The governance mapping exercise identified the following governance map at the Combined Authority at the end of 2021/22 (please see over page):

Illustration E – Current Combined Authority Governance Structure



The Mayor

- 6.17 We have referenced the need for clarity on the role and responsibilities of the Mayor earlier in the report. The Constitution does currently provide details on the role of the Mayor as does the Cambridgeshire and Peterborough Combined Authority Order 2017 ([CPCA2017Order](#)).
- 6.18 The key issue where clarity is required is *what is the role of the Combined Authority in delivering the Mayors priorities*. The Mayor has a regional democratic mandate to deliver their priorities, we referred to the process around this requiring clarity and establishment in the Foundations and Fundamentals section of the report. This clarity is an absolute requirement in providing a clear understanding of the role of the Mayor moving forward.
- 6.19 The Mayor is supported by Combined Authority Officers in the role, however frustrations were evident from the Mayor in the level of support he felt he was given to develop his policy agenda. It should also be noted that the Mayor has not had full mayoral office support for some time.

Mayoral Advisory Groups

- 6.20 A key line of support that the Combined Authority can provide the Mayor with is policy advice and guidance, this could include establishing advisory groups to support the development of the Mayoral policy agenda.
- 6.21 The operation of Mayoral Advisory Groups are common place across Combined Authorities in assisting with the development and delivery of Mayoral Priorities. The Mayor of Greater Manchester Combined Authority has established a Business Advisory Panel consisting of regional business leaders, the Panel has asked the panel to not only draw on their own personal experience in the private sector, but also look beyond it to consider what actions and policies can make Greater Manchester as a whole the best place to do business.
- 6.22 In the West Midlands Combined Authority there have been several Mayoral Advisory Groups on areas such as regional business need and homelessness. The Homelessness Taskforce established by the Mayor was established with membership from all constituents, key partners and stakeholders with an aim of working together to identify ways to tackle homelessness. This evolved to become an ongoing part of the governance structure.
- 6.23 In Liverpool City Region there is a Mayoral Young Persons Advisory Group which serves as a crucial sounding board for the Metro Mayor. The Mayor of London has many advisory groups such as the Equality, Diversity & Inclusion Advisory Group which acts as the main body which brings together expert representatives from equalities groups and civil society in the shaping and delivery of the Mayor of London's Equality, Diversity and Inclusion Strategy.
- 6.24 There is differing approaches to how these groups are supported by Combined Authorities or under the London model, some are pulled together with private sector involvement who then cover costs of administration of operation. What is clear is that such groups provide an opportunity to engage thematic experts and partners in developing approaches to delivering Mayoral priorities.
- 6.25 The Mayor should be supported through the overall governance options, which should assist the delivery of their priorities. The Combined Authority therefore needs to be clear on resources available to support the delivery of Mayoral governance and how Mayoral priorities fit into the overall strategic planning process.

Mayoral/ Combined Authority Engagement

- 6.26 At present within the Combined Authority there is a monthly pre-publication meeting which the Mayor is invited to attend, the purpose of this meeting is to provide the Mayor with an overview of what is on the agenda for Board. In the course of this review both Officers and the Mayor have stated that this meeting is beneficial.
- 6.27 This is further supported by LSM and an LSM pre-brief. Fortnightly Director/Mayor check-ins also existed until recently but have been temporarily suspended whilst an internal investigation into matters not shared with this review are undertaken.
- 6.28 Enquiries made with other Combined Authorities reveals a general practice of a weekly business meeting between the Mayor, Chief Executive and senior officers. At North of Tyne this is referred to as the Directors meeting where they review current and future business, similar arrangements exists at other Combined Authorities with West Midlands Combined Authority operating a Monday start of the week meeting. This consists of the Chief Executive and Statutory Officers (Monitoring Officer and Section 73 Officer) meeting with the Mayor, Deputy Mayor and Mayoral staff to discuss the week ahead, set pieces and hot topics. This is supported by a Chief Executive 1-2-1 with the Mayor on a weekly basis later in the week that focuses on delivery of Mayoral priorities and longer term business planning matters.
- 6.29 The review understands that Mayoral – Chief Executive check-ins were undertaken at the Combined Authority until recently but have been temporarily suspended whilst an internal investigation into matters not shared with this review are undertaken.
- 6.30 A regular strategic and business planning meeting between the Mayor and Chief Executive would be beneficial, particularly at a time when the Mayor does have a full complement of staff to support them.
- 6.31 Consideration could also be given by the Mayor on how to better utilise expertise within the Combined Authority with the delivery and lead on Mayoral functions, noting that the Mayor has the ability within the constitution to delegate functions reserved for the Mayor to officers of the Combined Authority.

The Board

- 6.32 The Board is the key decision-maker within the governance framework of the Combined Authority, its purpose is to ensure that the decisions and actions of the Combined Authority deliver key outcomes for the people of Cambridgeshire and Peterborough. It is responsible for the adoption, amendment and withdrawal of key plans and strategies and documents.
- 6.33 Frustrations with the operation of the Board were a key theme throughout the review, key frustrations have already been set out in this report in regards to its level of strategic focus, issues with engagement and preparation, burden of business, and its culture and behaviours.
- 6.34 Evidence taken from Board members, senior officers, officers supporting governance and those reporting to Board identified a number of key areas for the Board to improve in, in relation to the governance framework these were:
- ☐ Its focus and terms of reference
 - ☐ Clarity on its role
 - ☐ Providing delegations to supporting committees
 - ☐ Voting arrangements
 - ☐ Reporting

Creating a Strategic Focus

- 6.35 The need for change within the remit of the Board was a theme that officers, members and partners were in complete agreement with when discussed as part of the review. The possibility of creating a more strategic Board was further debated and developed through an engagement session with Leaders Strategy Meeting in February 2022.
- 6.36 The key agreements from that session were as follows:
- ☐ The Board needs to be an effective public forum for decision making to take place in an open and transparent manner
 - ☐ The Board would benefit from a sharper focus on development of strategies and appropriate interactions with/ make better use of supporting committees
 - ☐ Board should be given opportunity to consider big ticket strategic regional issues and opportunities
 - ☐ The current Board frequency of meetings and burden of current business is not sustainable or effective
- 6.37 At February's meeting of Leaders Strategy Meeting it was agreed that a more strategically focused Board should be created and that a potential scope of the terms of reference be tested during further 1-2-1 interviews with the Mayor, Leaders and Chief Executives as part of the review process.
- 6.38 The scope of the terms of reference tested was:
- ☐ To agree strategic objectives for the Combined Authority
 - ☐ To agree key strategy and policy for the Combined Authority
 - ☐ To set long term vision of the Combined Authority
 - ☐ To agree significant approvals
 - ☐ Approve the Combined Authority Budget and the Mayoral Budget (and related strategy, policy, programmes, borrowing and virements over £500k)
 - ☐ Transport Levy/ LTCP/ Consultation on the allocation of Local Highways Maintenance Capital Grant
 - ☐ Key themes/ big ticket items
 - ☐ Key Governance decisions (Constitution/ establishment of Committees and delegations/ memberships/ lead member responsibilities and appointments/ IRP report/ appointment of statutory officers/ establishment of trading companies/ delegations to third parties/ approve, amend or withdraw standing orders)
 - ☐ General power of competence
 - ☐ Agree delegations to supporting committees
- 6.39 There was universal support for this terms of reference which would see a change in approach to the relationship between Executive Committees and the Board, this would involve clear lines of responsibility in regards to strategy where Executive Committees utilise subject matter focus to develop strategy proposals for Board to consider and approve. Once approved the delivery of the strategy would return to the Executive Committee to be overseen.
- 6.40 A key role for the Board in consideration of strategy would be ensuring that an integrated regional approach had been developed that took into account wider considerations than just the thematic topic, for example ensuring Housing strategy had considered transport, health and infrastructure considerations.
- 6.41 Executive Committees could be given delegation to allow them to make approvals, develop policy and take decisions to deliver relevant thematic strategy. The *Even Better* transformation project could examine approval levels and decisions that could be delegated down to Executive Committee level which would help create a more strategic focus at the Board.

- 6.42 Another key theme that emerged from interviews was a perspective that the Combined Authority was not placing enough emphasis on how to deal with significant regional big ticket items such as economic growth, connectivity, broadband, climate agenda, inclusive growth and water management. Some of these 'big ticket' items as they were referred to are picked up below in creating a sustainable economy focus for the Board.
- 6.43 At the February meeting of Leaders Strategy Meeting the potential of developing the current Leaders Strategy Meeting into a strategic policy space (at the time of engagement names as the strategic growth forum) with wider membership was discussed and supported, the intention being that this would allow Board members, partners and officers to raise, discuss and debate the big ticket items and start the process of developing an approach which would eventually feed up through the governance framework to the Board. Such a body could work closely with the CPSB and the proposed Chief Executives Group.
- 6.44 A strategic policy space body would engage Board membership very early on in big strategic topics and help create the strategic focus and supporting mindset that the Board requires. It would allow a safe space for key debates and political discussions out of the public eye to determine where consensus lies and needs to be developed, and what the width of the policy agenda can be.
- 6.45 Having such a forum as well as a Pre-Board Brief process also creates opportunities to provide Board membership with information items and remove them from the Board agenda.
- 6.46 Having a strategic perspective on financial management will also be a key role for the Board, managing underspend and budget processes need to be thought through at a strategic and tactical level so they are fit for purpose.

Creating a Sustainable Economy Focus

- 6.47 Another consistent theme throughout the review was an agreement that the governance framework needed to place more focus on the economy to drive delivery of the devolution objective of doubling GVA. The recent adoption of the Sustainable Growth Ambition Statement (SGAS) creates an opportunity for an economic focus within Board business as does a new Economic Growth Strategy which will be considered by the Board in June 2022.
- 6.48 The oversight of delivery of the strategy could be a key role for the Board if it wishes to develop a key economic focus, potentially utilising the Business Board as its key advisory body. The Board may also wish to give consideration to approaches developed elsewhere to place more of a focus on the Economic Strategy.
- 6.49 At West Midlands Combined Authority they recently created an Economic Growth Board with delegated powers aimed at placing regional economic development at the heart of decision-making by making it responsible for the delivery, performance and evaluation of its economic strategy and the management of related processes, as well as ensuring an integrated approach is taken across Combined Authority portfolios. This Economic Growth Board contains the Mayor, Constituent Leaders, LEP representatives, and relevant business, union, innovation and education sector representatives.
- 6.50 CPCA should give consideration to how it wishes to place more of a focus on delivery of its Economic Strategy and the SGAS either through the Board itself or by creating an Economic Growth Executive Committee with responsibility for the delivery of the Economic Growth Strategy, potentially supported by approval and policy delegations.
- 6.51 Such a Committee could also allow the Combined Authority to develop its Business Board arrangements in response to the LEP review by incorporating Business Board membership into a new Committee or utilising it as a key advisory group.

Dealing with Executive Committee Business

6.52 Executive Committees currently send recommendations rather than decisions up to the Combined Authority Board for approval, this creates a significant amount of reports and items for Board consideration. Given that these items have already been considered and agreed upon by the relevant thematic committee it is proposed that they be reported to Board more efficiently.

6.53 An Executive Committee recommendation pack could be drafted that sets out a key overview of each recommendation/ decision with a link to the report considered by the Executive Committee rather than a full report or each item repeating the information that went to the Executive Committee. Each item could be set out specifically for Board benefit explaining what the ask is and why, how it links to strategic priorities of the Combined Authority and any additional information since Executive Committee consideration, with key detail accessible via the link to the relevant Executive Committee paper.

<i>Insert Executive Committee Title</i>	
Agenda Item:	<i>Insert title of item</i>
Recommendation(s):	<i>Insert recommendations made by executive committee to Board</i>
Purpose:	<i>Insert description of purpose of item and what it seeks to achieve</i>
Strategic Objections:	<i>Insert detail of which strategic objectives it links to and how it will contribute towards achieving that objective</i>
Links:	<i>Insert links to reports considered by Executive Committee and minutes of discussion</i>

6.54 These items could be presented as a pack for each Executive Committee and would be presented to Board as tabled by the relevant Portfolio Lead. Additionally a minutes pack at the end of Board agendas to note, containing the minutes of Executive Committee meetings, would allow opportunity for questions and oversight of business. This approach would remove the need for lengthy introductions on each item by Officers at Board meetings and allow a focus on Board member debate.

6.55 Additionally the Pre-Board Brief process would ensure Board members understood each item and what was being asked as well as identifying items for focus and debate at the Board meeting to assist in preparation and to help ensure Board members were well informed to improve the standard of debate.

Voting

6.56 The voting arrangements for the Combined Authority Board are set out in the Order, they are intended to drive the need for consensus at Board level. Voting arrangements are intended to drive the need for consensus by requiring agreement between Mayor and majority of Board membership, in practice it appears that voting is very much split along party lines on a majority of cases and can present a view that the Board does not have consensus.

6.57 There is however no requirement within the Order for the Business Board Chair to be a voting member of the Board.

6.58 Concerns were expressed by a majority of those interviewed that the ability for the Business Board Chair to vote at Board led to a democratic deficit and lack of consistency within the Boards voting arrangements. The Business Board Chair potentially carries significant power by having a vote given the political balance within the region, concerns were expressed that this should not be the case

given that they have not been democratically elected like other Board membership. Co-opted members such as the Police and Crime Commissioner did have a democratic mandate but were not voting members of the Board which some considered as inconsistent.

- 6.59 Concerns were also expressed that the ability for the Business Board Chair to vote could lead to a lack of independence in the role from the political process. The recent Government LEP review concluded that the preferred model of governance required Business Boards to have an advisory and consultative role, and a degree of independence from the political process which is potentially removed through the ability to cast a vote.
- 6.60 Consideration of whether such voting arrangements remain and the implications of their removal are required by the Board. Consideration could also be given to widening voting arrangements to include wider membership and new non-political membership. The West Midlands Combined Authority has voting arrangements for constituent matters and non-constituent matters, with Mayor and Constituent Authorities voting on constituent matters and wider membership being able to vote on other matters.
- 6.61 Combined Authority Board and Executive Team may wish to consider this as an area for future review when responding to this report
- 6.62 A selection of proposed options for a governance structure including the strategic focused Board is attached at Appendix E to assist with considerations.

Reporting

- 6.63 The Mayor and Leaders reported concerns regarding the reports that were presented to Board and their impact on the Boards ability to make informed and effective decisions. Consistent concerns regarding reports were provided to the review that included:
- ☐ Necessity of reports at Board is an issue. Not all items require a decision and some decisions have not been fully developed
 - ☐ Sometimes it is difficult to link reports coming to Board with the agreed objectives of the Combined Authority
 - ☐ Reports are not always 'member friendly' in that they are long, can be unfocused and lack clarity on the ask
 - ☐ Important to provide details on options considered, engagement and timelines such as previous decisions taken
 - ☐ Report quality can at times be a concern
 - ☐ Leaders do not have sufficient time to read large reports, it is incumbent on the Combined Authority that it provides decision-makers with clear and succinct reports in order to get the best out of those considering them
- 6.64 Constituent Chief Executives provided a consistent assessment of Combined Authority reports describing them as far too long, unfocused and at times poorly constructed. Combined Authority Officers have also reported difficulties with understanding Board requirements when writing reports. The Combined Authority Governance Team has held 'lunch and learn' sessions to provide greater clarity on writing reports using the existing report template to assist with these difficulties.
- 6.65 The current report template is based on the County Council template and is relatively straight forward, it also contains embedded advice and guidance for officers to use. Committee Officers from Cambridgeshire County Council and officers within the Combined Authority Governance Team regularly engage officers to help them in the report drafting process.
- 6.66 The proposals set out in this report around improving the Pre-Board process should assist officers in better understanding what the 'ask' is from the Board. Feedback on reports going to the Executive

Committees was generally in line with that provided regarding Board reports, feedback also highlighted some concerns regarding Scrutiny reports. Overview & Scrutiny has a different function than decision-making bodies and so reports should be written taking this into account, ensuring that they provide focused detail on key lines of enquiry identified by the Committee to help inform any scrutiny activity appropriately.

- 6.67 It is clear that the Board and Committees would benefit from enhancements within reporting in order to enable them to focus on the decisions that they are required to take, such enhancements could also consider the implications being provided on each report to ensure a clear connection to the strategic objectives of the Combined Authority. This approach has been developed at other Combined Authorities where inclusive growth or climate change considerations and implications have become requirements on all reports to ensure decision-makers consider direct links to specific objectives.
- 6.68 The Combined Authority should therefore give consideration to creating a 'Member Friendly' report template, specific to the needs and identify of the Combined Authority, focused on providing the right information to inform effective decision-making. Additionally consideration could be given to engaging the Overview & Scrutiny Committee in more detail to discuss specific scrutiny requirements in reporting.
- 6.69 It is important to understand that this refers to the report to be considered by the Board, it is not a reference to business cases or other documents that are required to be developed in line with Assurance Framework requirements and HMTs Green Book (and other government guidance). Such detailed documents would be appendices to a Board report to ensure all detail is provided in the context of making an informed decision, creating a 'Member Friendly' Board report will allow focus to be provided on the ask, the strategic fit and the key considerations that need to be undertaken by the Board in coming to their decision.
- 6.70 A draft report template is attached at Appendix B based on evidence collected during the review that can act as a starting point, considering that this is not a replacement for business case documents which would be an appendix to the Board report.

Supporting Governance

- 6.71 The review has already identified the potential benefits of Combined Authority Officers working closely with Constituent Council Officers, this is particularly relevant to the pre-meeting, report preparation and agenda setting processes. We referred to the potential benefits of adopting a core constituent and partner officer steering committee approach working closely with Combined Authority officers to support Thematic Executive Committees earlier in the report. Such an approach could create a two-way process of information sharing, engagement and issue identification as well as open up opportunities around co-production and delivery.
- 6.72 Such steering committees could provide an opportunity for CPCA officers to work more closely with Officers from Constituent Authorities to improve communication, contribute to agenda setting and have a role in report drafting. They could also provide an opportunity to share evidence from across the region and get local input on an officers 'patch'.
- 6.73 The suggestion above needs to be a two way process, with constituent officers also reporting back to the Combined Authority as well as working with their own Members who are attending CPCA meeting to ensure they are briefed.
- 6.74 There is also a key responsibility for Members from Constituent Councils to brief wider political membership within their own councils on Combined Authority activity, this is a responsibility as well for constituent Chief Executives and lead officers engaged with the Combined Authority.

Consideration should be given by each Constituent Authority to the mechanisms they have in place or may need to develop to support such activity.

Policy Space

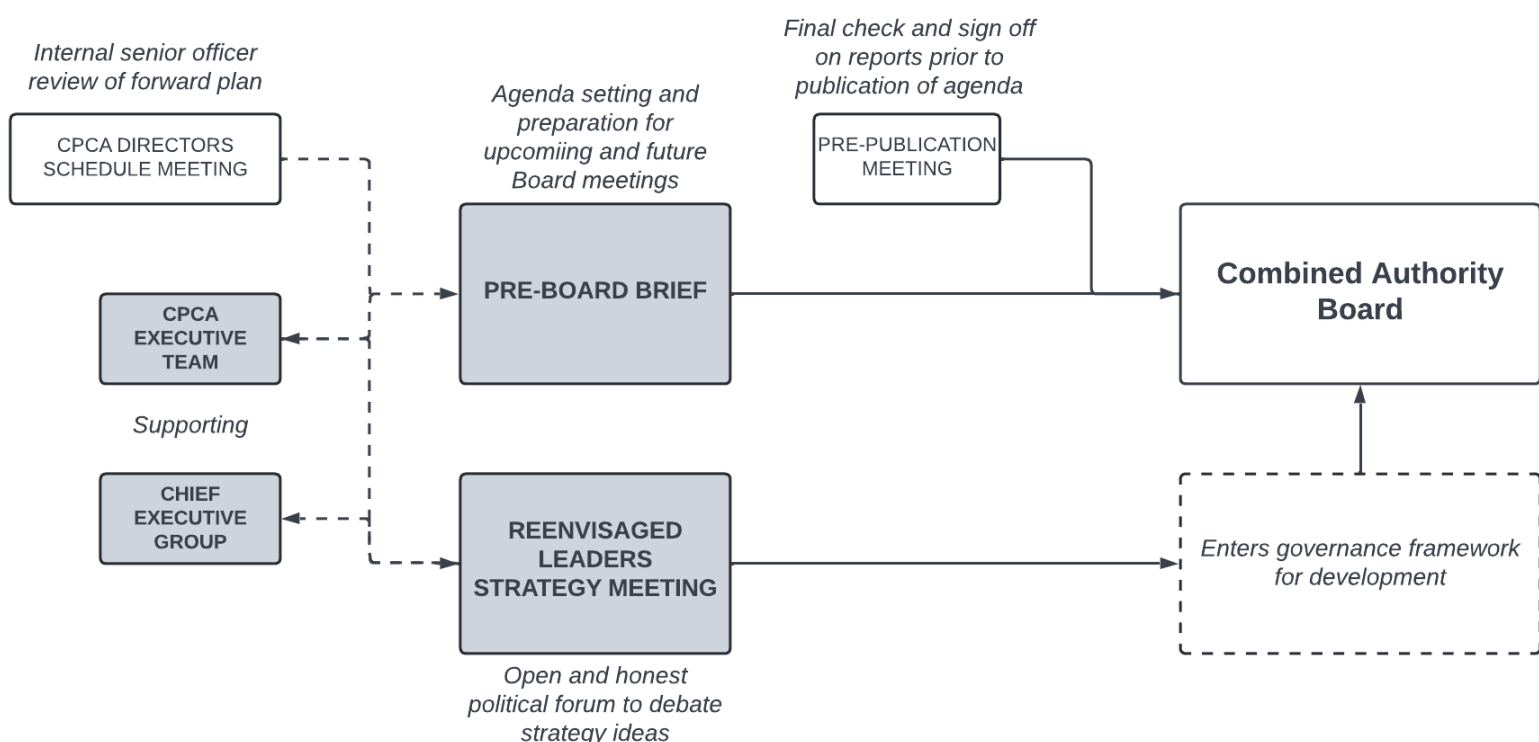
- 6.75 Upon initial review of the existing governance structure at the Combined Authority I noted the existence of the Leaders Strategy Meeting as the only 'safe policy space' supporting the Board and Committees. By safe policy space I am referring to a political forum or meeting that is not open to the public where politicians feel they can safely debate and discuss key topics and items.
- 6.76 Such a space would allow open and honest political discussion between Leaders and the Mayor, this would create a forum where they can discuss where they have consensus and where they need to build consensus. It could also play a beneficial role in Board behaviours and debates which are held in an open public forum, by debating political issues and being able to safely disagree out of the public eye Board Members can shape a Board agenda that is focused on items where consensus has been established. This could reduce the levels of open disagreement at Board meetings that portray a negative image of the Combined Authority to the public, government, partners and business.
- 6.77 Such a forum could be created through a reenvisioned Leaders Strategy Meeting and can be supported not only by Combined Authority Officers but also by the proposed Chief Executives Group, Chief Executives could be assigned key workstreams to develop consensus across the region as required in support. This idea was tested at Leaders Strategy Meeting in February 2022 and was supported by the Mayor and Leaders, as a result it has subsequently been added as an objective within the *Even Better* transformation project.
- 6.78 LSM at present attempts to fulfil role of pre-Board preparation and forum for strategic policy discussions and new ideas. The meeting of LSM in February 2022 indicated support for these roles being split out to ensure more focus on each specific requirement.
- 6.79 The *Even Better* project should seek to develop concrete proposals for this forum as soon as is possible ensuring that it also considers the potential benefits of wider membership from key stakeholders and clear rules of engagement for the forum to operate within. It is important that it makes clear that this is not a forum in which to make final decisions or to pre-determine decisions before they go to Board, but a place to debate ideas and proposals which would then enter the development and engagement phase.
- 6.80 A starter terms of reference for development has been provided to the Transformation Project and is attached at Appendix C.

Pre-Board Brief

- 6.81 We briefly referred to the Pre-Board process under culture and behaviours and the potential benefits of early, engaged review of future business and preparation for Board meetings. Having a dedicated meeting of Board Membership to review the forward plan, upcoming agenda items and preparations for Board meetings can deliver significant benefits to decision-making.
- 6.82 An effective Pre-Board process can remove surprises from Board agendas as the membership will know what is coming up and why. Such a process will also provide a key opportunity to give an early steer on required report content to inform decision-making to officers and can also act as a clearance for draft reports intended to be submitted to upcoming Board meetings.
- 6.83 Such a meeting would provide an opportunity for political ownership and review of the Forward Plan, this would allow Board members to challenge the inclusion of items on the forward plan as well as debate required inclusions. It would be important to have clear terms of reference to avoid debating items prior to the public Board meeting, avoiding any potential for pre-determination of items.

- 6.84 There is already a Pre-Publication meeting that provides an update on progress on the production of reports just prior to publication for the Board, this a meeting attended by the Mayor in their capacity as Chair of the Board to act as a final clearance prior to agenda dispatch. This meeting serves a different purpose to a Pre-Board Brief and it is proposed that it is maintained.
- 6.85 The Pre-Board Brief proposal for a more focused forum rather than the current LSM arrangement was tested at Leaders Strategy Meeting in February 2022 and was supported, it has also been universally supported during this review. As a result this has also been included as an objective within the *Even Better* transformation project.
- 6.86 A starter terms of reference for development has been provided to the Transformation Project and is attached at Appendix D. Such a meeting would not need to be held in person and could be supported virtually to limit travel and time commitment.

Illustration F - Potential Supporting Governance for Board



Committees

- 6.87 There are 3 thematic Executive Committees in operation at the Combined Authority plus the Employment Committee, Chairs of all 3 Executive Committees were engaged as part of the review to determine how those committees operated and what the key barriers were to them being effective and adding value. There was a clear consensus view that Executive Committees should:

- ☐ play a key role in the development of key thematic strategy
- ☐ have appropriate delegations to allow them to oversee delivery of key strategy
- ☐ ensure wider engagement with appropriate partners takes place
- ☐ play a key in the performance management of key activity and projects within that thematic area.

Strategy Role

- 6.88 The key barriers to fulfilling the roles set above according to Executive Committee chairs and supported through the views of Board membership were a lack of delegation to support decision-making and a lack of clarity on the strategic objectives of the Combined Authority.

- 6.89 Without a strategically focused board and clarity of committee delegations and responsibilities it is easier for the focus of committees to drift into operational matters and for other issues to be considered in multiple places without a clear idea of the decision-making route. There was evidence of where this was happening. For instance, some chairs felt disconnected from the strategic level structure and were uncertain how their decisions, issues or ideas could reach, inform and influence strategy. The inevitable conclusion for some committees is therefore an experience of not being involved or valued.
- 6.90 Having a more strategic Board as mentioned previously in the report provides a clear opportunity to empower executive committees with the responsibility for developing key thematic strategy. This role already exists within the CPCA framework, with each committee able to utilise subject matter focus to develop strategy proposals for Board to consider and approve. The key change therefore is ensuring that once approved by Board the delivery of the strategy returns to the Executive Committee with responsibility for overseeing delivery.
- 6.91 A delivery oversight role does also exist at present with action plans, performance reports and key projects reviewed by committees, particularly the Skills Committee. However these committees do not currently have the supporting delegation to allow them to make key decisions in support of strategy.

Delegations

- 6.92 Executive Committees could be given delegation to allow them to make approvals, develop policy and take decisions to deliver a relevant strategy. Key officers, Chairs and other Board Members agreed with the view that wider delegations were required at committees to both empower them, make better use of thematic specific membership and expertise and to free up the Board for a more strategic focus.
- 6.93 Consideration could therefore be given to providing delegations from the Board to relevant Executive Committees for the approval of schemes that have already been included within the Medium Term Financial Plan and therefore already agreed for development by the Board.
- 6.94 This would empower the Executive Committees to approve the drawdown of funds rather than having to debate, consider, and then make a recommendation to the Board for further consideration. This could be further extended to other approvals if the Board has already agreed a budget for the delivery of programmes/ projects.
- 6.95 It would also provide the Executive Committees with an ability to make approval decisions that would assist delivery of key strategy that they are empowered to oversee delivery of.
- 6.96 There is also an opportunity to provide delegation to Executive Committees for the approval of recurrent funding streams such as the Adult Education Budget, this would empower the Executive Committees and reduce transactional business going to Board.
- 6.97 The *Even Better* transformation project could examine approval levels and decisions that could be delegated down to Exec Committee level which would help create a more strategic focus at Board.
- 6.98 Empowering the Executive Committees with such delegations would require greater trust within the decision-making process, clarity of objectives and roles, co-production values and approaches and utilisation of officer expertise can assist in delivering this trust.

Thematics

- 6.99 The thematic areas reflected in the Executive Committees ideally should be based upon the key responsibilities and the strategic objectives of the Combined Authority, these have clearly changed since the current structure was created.

- 6.100 We have already referred to the need for clarity on the strategic objectives, once this clarity is confirmed by the Board they may wish to consider a structure best suited to delivery. The detail below however seeks to provide suggestion on what the structure could involve.
- 6.101 The responsibilities around Housing have changed after the Government funded Affordable Housing Programme came to an end in March 2022, as a result the Combined Authority needs to determine where it can add value regarding Housing and Communities moving forward. A report is going to Board in June 2022 regarding the proposed role of the Combined Authority in supporting the future delivery of housing and to consider its future role in relation to community housing.
- 6.102 The majority view ascertained through the review was that there is no longer a need for a specific Executive Committee for Housing and Communities, however there was agreement that there was a housing role vital for the Combined Authority to seek to fill. That being a focus on infrastructure in order to support Constituent Councils in building houses, such a role would see the Combined Authority act as an 'unblocker' to provide access to potential developments.
- 6.103 There is also a regional role (and wider) for the Combined Authority as the accountable body for the Greater South East Net Zero Hub, this leads to the potential role it can play in a regional topic like the retrofitting of the housing stock via LAD2 and the sustainable warmth programme.
- 6.104 When asked what is the gap in the Combined Authority governance structure as part of the review, voting Board Members returned several consistent answers:
- ☐ Strategic regional planning on key items
 - ☐ Regional Spatial Strategy support
 - ☐ Sustainable growth
 - ☐ Greater economy focus
 - ☐ Integration
- 6.105 Strategic regional planning references the potential housing role above for the Combined Authority to focus on infrastructure from a housing perspective, it also relates with Regional Spatial Strategy. Long term planning approaches and strategies have been developed by each Constituent Authority but not in a regional context, the Combined Authority could play a significant role in developing a regional approach and providing advice and support to Constituents.
- 6.106 The West of England Combined Authority Spatial Development Strategy is an example of what could be achieved, noting that CPCA does not currently have the necessary powers that West of England and some others have. The Mayor can however produce a Strategic Spatial Plan which would need to be approved by the Board.
- 6.107 In line with the creation of a more strategic Board these thematic areas could become part of the Boards focus moving forward, it could be supported on such matters by the reenvisioned Leaders Strategy Meeting, Chief Executives Group and the Cambridgeshire Public Service Board on key strategic matters.
- 6.108 The alternative would to create a focused Executive Committee that could develop policy and strategy proposals on such matters for the Board to consider, this would create an opportunity to consider these matters in a focused way alongside Transport and Infrastructure.
- 6.109 Infrastructure and Transport is key to strategic planning, as are the housing roles mentioned above, examining policy and strategy for these themes under one committee could potentially help drive greater consideration of integration and prevent silo working or silo strategy development. Creating such a thematic focus would be ambitious but it would provide an opportunity for further focus on

big ticket regional items including broadband connectivity, developing strategy proposals for Board consideration and reducing the burden of business at Board meetings.

- 6.110 The downside of such a proposal would be the potential burden of business on the newly created Executive Committee where there is already sufficient business on transport matters alone.
- 6.111 Sustainable growth which can now be supported through the Sustainable Growth Ambition Statement could potentially cover:
- ☐ Sustainability support
 - ☐ Inclusive Growth
 - ☐ Climate Change
 - ☐ Biodiversity
 - ☐ Water Supply
 - ☐ Learning from large corporations sustainability initiatives
 - ☐ Supporting Small Business with sustainability initiatives
- 6.112 This would provide an opportunity for further focus on big ticket regional items such as Water Supply which again would help with the burden of business at Combined Authority Board, as well as placing a wider focus on the SGAS.
- 6.113 A need to place a greater focus on the economy was another theme raised in the review that it was felt if addressed could lead to more effective decision-making. This has been highlighted already within the report with reference to the West Midlands approach of creating an Economic Growth Committee, the development of the SGAS has created a wider focus on economic objectives that will also place more focus on economy at the Combined Authority Board.
- 6.114 The Combined Authority needs to consider if keeping this economic focus at board level or creating an Economic Growth Committee would best meet its needs. The West Midlands approach was taken in order to:
- ☐ Provide focused and political leadership on the development of a regional approach to inclusive economic growth policies and plans, including the development and delivery of regional economic strategies, policies and plans, to be agreed with CA Board where appropriate
 - ☐ Lead on the delivery of a West Midlands Jobs Plan, ensuring local communities are linked to new jobs and opportunities
 - ☐ Provide regional support to businesses, including the implementation of a new business support programme
 - ☐ Develop regional innovation strategy and supporting programmes
 - ☐ Ensure that economic strategy, and interventions flowing from it, are underpinned by a robust evidence base (including that derived from key sectors and places) which is reviewed and updated on a regular basis
 - ☐ To consider and advise upon major policy change within the portfolio
 - ☐ Provide leadership in developing an approach to future devolution of powers from Government to the region on matters of economic growth

- 6.115 The final point above is one that should be considered as a requirement at all Executive Committees in relation to respective thematic areas.
- 6.116 A selection of proposed options for a governance structure that reflects the content above is attached at Appendix E to assist with considerations.

Support

- 6.117 In the 'Governance as an enabler' section of this report I refer to the potential benefits of increased co-production and collaboration that could be brought through closer working between Combined Authority Officers and Constituent Council Officers. I also refer to the importance of informal governance mechanisms and benefits of adopting steering committees to support Executive Committees.
- 6.118 The recommendation made is that the principle of 'steering committees' consisting of appropriate Constituent Council lead officers be set up to support formal Combined Authority Committees (other than Board and Regulatory Committees) be adopted.
- 6.119 The *Even Better* transformation project has the development of informal governance mechanisms as a workstream and will look to develop more detailed proposals, it is recommended that it takes note of this report when doing so.
- 6.120 A selection of proposed options for a governance structure that illustrates steering groups is attached at Appendix E to assist with considerations.

Operation

- 6.121 Council Leaders are already busy individuals with significant demands placed upon them through their Constituent Council roles. Although a move back to bi-monthly Board meetings supported by a more strategic workload should reduce the burden of business at Board meetings, Leaders will also be committing time to attendance and preparation for the proposed Pre-Board Brief and the reenvisioned Leaders Strategy Meeting.
- 6.122 It is important to consider that Constituent Leaders have busy roles within their constituent authorities but that they also have a commitment to provide required space for Combined Authority business. The position that the Combined Authority currently finds itself in requires collective leadership and effort from all of its parts, especially its constituent membership. Whilst appreciating the busy roles and commitment already provided Leaders may wish to consider how they can provide additional time to Combined Authority business whilst officers considered how to make more effective use of the time that is provided.
- 6.123 Benefits of engaging wider Constituent Councillor membership is referred to earlier in this report. Other than increasing engagement, widening out the membership of Executive Committees so that they are based on the relevant Lead Members from within each constituent authority would provide portfolio specific knowledge, expertise and engagement between the Combined Authority and Constituent Councils.

Business Board

- 6.124 The Levelling Up White Paper signalled an end to the Local Enterprise Partnerships (LEPs) review, with a conclusion that the Government is encouraging the integration of LEPs with Mayoral Combined Authorities (MCAs). The White Paper states that "*Government is encouraging the integration of LEPs and their business boards into MCAs, the GLA and County Deals, where these exist.*"

- 6.125 The White Paper further states that *“The UK Government recognises the convening power of these groups and is committed to working with stakeholders to strengthen and deepen partnership working to drive local growth.”*
- 6.126 CPCA is already ahead of the curve as it has already integrated its LEP arrangements into its governance function through the Business Board.
- 6.127 This review was not tasked with consideration of the LEP review, however it notes that Business Boards are the preferred model of Governance. Government guidance advises that Business Boards should have an advisory, consultative role, as well as a degree of independence from the political process. There should also be an open recruitment of Business Board membership.
- 6.128 The Business Board was commented on through interviews with all Leaders and the Mayor, all of whom provided consistent feedback on the current Business Board arrangements to levelling degrees. This feedback had several consistent themes, those being:
- ☐ There was a perception that the Business Board operated without sufficient oversight and transparency
 - ☐ Constituent Council officers were rarely invited to Business Board which created perception of disconnection and lack of inclusivity
 - ☐ Political discomfort existed at Business Board role of signing off the expenditure of public money
 - ☐ Quoracy is perceived to be an issue
 - ☐ Public engagement is perceived to be an issue, particularly around the process for public questions
- 6.129 As mentioned above this review was not tasked with consideration of the LEP review and the timeframe did not allow for detailed consideration of the Levelling Up White Paper, consideration on how to address perceptions above should be considered as part of a more detailed analysis of the future role of the Business Board.
- 6.130 What is clear however is that politically the Business Board is seen to best serve the Combined Authority as an advisory and consultative body, the key question therefore is what is the future role of the Business Board in relation to Economic Growth?
- 6.131 As this review did not go into detail reviewing supporting documentation and operation of the Business Board it cannot provide a view on the points raised above, other than to identify that there is a disconnect between Constituent Leaders and the functions of the Business board.
- 6.132 I understand that the Business Board itself is developing proposals for the Board to consider regarding its future role, the Combined Authority should work closely with the Business Board in developing this work further. A lot will depend on how the Board wish to proceed in creating a greater economic focus on its work and what governance structure it requires to support that focus. This is picked up in the potential options for the governance framework detailed in Appendix E.

Overview & Scrutiny

- 6.133 The review of Overview and Scrutiny Committee agendas, its work programme and evidence provided to this review indicates that Overview and Scrutiny has not yet established its role and place within the Combined Authority. This places it in a similar position to Overview and Scrutiny functions at other Combined Authorities, Greater Manchester Combined Authority has commissioned a review by the Centre for Governance & Scrutiny to help identify value adding roles for the function in a specific Greater Manchester setting. CPCA would benefit from taking a similar approach of seeking to identify its scrutiny identify in its Combined Authority context.

- 6.134 The function is not year clear on how best to deliver accountability of the Mayor and of decision-making, although it has held Mayor question time sessions it would benefit from developing this process so roles and responsibilities are understood. The Committee has considered strategic items such as the devolution deal which is a positive step towards Combined Authority scrutiny which should aim to be region specific and strategic.
- 6.135 In the CfGS guidance on combined authority scrutiny (2020), it states that:
- “Scrutiny in combined authorities is distinct to that in local authorities. Although legal powers and modes of operation are superficially similar, the demands of Mayoral Combined Authority (MCA) operations must lead to a significantly different approach”.*
- 6.136 This different approach needs to recognise that there is significant divergence in the needs and experiences of individual MCAs as well. There is no single model of effective MCA scrutiny, and as such effective models need to be built from the ground up. CfGS provided a critique of the function for CPCA in 2021 and made a number of recommendations to assist the function in its development, there is an action plan to deliver these recommendations which is being delivered and will help establish the function more generally.
- 6.137 Leaders and Officers felt that Overview & Scrutiny needed to be more focused on core issues in order to add value to the governance framework, the core issues given being challenging the development of strategic objectives/ priorities and examination of the Combined Authority purpose.
- 6.138 Establishing a role at Combined Authority level however is difficult when the Combined Authority objectives are not clear. Engagement has taken place with the Statutory Scrutiny Officer to discuss how to move the function forward and develop a CPCA scrutiny identity, with agreement that the Overview and Scrutiny Committee itself should take the lead in developing the function with a focus on:
- ☐ Identify the potential role scrutiny can play in a strategic context of the Combined Authority – how to play an active role in the development of big plans, policies and the budget, and in the way that the authority prioritises its work
 - ☐ How to deliver Combined Authority accountability for the region – how to provide proportionate and constructive challenge to the Mayor and wider Combined Authority, their activities and performance
 - ☐ How to create a scrutiny system which does not need to undergo fundamental review every few years, but one which can develop according to need. To do this Overview & Scrutiny needs to identify what are the key themes for Scrutiny in the CPCA context?
 - ☐ scrutiny will need to be seen by councillors, and others, as being a vital part of the local governance landscape at the Combined Authority – how do we make this happen?
- 6.139 During the course of the review it was suggested that there needed to be more Scrutiny Committees with comparisons made with Greater Manchester (4 committees) and West Midlands (2 committees). All other Mayoral Combined Authorities however have 1 scrutiny committee and until CPCA scrutiny establishes its role in a regional context I do not see a need for additional committees to be considered. West Midlands for example has established an additional transport focused scrutiny committee, this is because the function has agreed it has a specific regional transport accountability and challenge role to hold to account a vast transport function.
- 6.140 Other Combined Authorities have also undertaken Mayoral question time accountability sessions in order to hold the Mayor to account. This has taken place once to date at CPCA from a scrutiny perspective, the Chair of Overview an Scrutiny described the session as a good example of providing challenge to the Mayor. The Mayor during interviews for this review agreed that these

session were important to proving accountability and welcomed the potential for them to develop further.

- 6.141 Developing these sessions around key themes once established would be beneficial.
- 6.142 As Portfolio Leads at the Combined Authority develop to genuinely take a lead on portfolio matters the function should give consideration to how it can effectively hold them to account on specific portfolio matters and performance, linking to the established key themes of focus.
- 6.143 Consideration could be given to Scrutiny members being tasked (individually) to keep a watching brief on the transaction of business by portfolio holders. This might, for example, see a scrutiny member maintaining an ongoing awareness of work being carried out under the direction of a portfolio holders, supporting the scrutiny committee's work on both performance review and policy development.
- 6.144 There is a role for challenging budget scrutiny within a Combined Authority setting which has been attempted at CPCA, there is however room for improvement on the timing of budget scrutiny challenge and the information provided to scrutiny by officers. West Midlands have a specific Mayoral question time as part of the budget setting process, such a process at CPCA could assist in undertaking budget scrutiny and delivering Mayoral accountability.
- 6.145 We refer to the adoption of principles of decision-making in 5.28 to 5.34, these are generally considered within the call-in process at Local Authorities and Combined Authorities across the Country. If the principles are adopted then the call-in process should be updated to require an explanation of the reasons as to why the call-in is being requested, that reasoning should be based on providing a justification as to how the principles of effective decision-making have not been followed.
- 6.146 Such a step would bring the Combined Authority into line with established call-in procedures and enable the Monitoring Officer to consider call-ins from a process rather than a political perspective as at present the constitution does not require a call-in to justify reasoning in support.

Audit & Governance

- 6.147 The Audit and Governance Committee's role is to review the Combined Authority's financial affairs, internal control, corporate governance arrangements and risk management. The Committee is well respected within the Combined Authority and amongst its membership and the Chair in particular is considered to play a key role in driving its business.
- 6.148 Engagement with the Audit & Governance Committee itself and conversations with its Chair revealed a lack of clarity on where they felt they fitted into the overall operation of the Combined Authority and to what extent they should seek to access information such as performance data.
- 6.149 Set tasks were understood such as approving the annual statement of accounts, internal audit and external audit functions and analysis of corporate risk. From a governance perspective the Committee has reviewed the governance of training companies and has been involved in this review.
- 6.150 The Chair and Committee membership were less sure of what the role of the Committee was in relation to:
 - ☐ how to add value with oversight on Risk Management Strategy
 - ☐ oversight role in relation to the Assurance Framework in ensuring that it is being complied with and being developed
 - ☐ performance management oversight role and what data should be provided

- 6.151 The Combined Authority has established an Officer Group called Performance and Risk Committee (PARC), the committee's role is to ensure consistent and effective performance and risk management across the organisation in support of the Assurance Framework and Risk Management Strategy by:
- (i) reviewing, and identifying any areas of concern in, performance management
 - (ii) reviewing, and identifying areas of concern in, risk management
 - (iii) making recommendations to programme owners about issues requiring their attention,
 - (iv) escalating to the Executive Team and/or the Audit & Governance Committee issues requiring their attention.
- 6.152 The Committee's scope covers all projects/programmes where the Combined Authority has accountability for public money, including those agreed by the Board, by the Business Board, and funds managed on behalf of central government. Project Initiation Documents (PIDs) can be considered for approval, and a full lifecycle analysis of the Monitoring & Evaluation programme may include outcomes from closed projects. Exceptions include organisational and personal performance, change control, commercial issues, project/programme plans and stage gateway reviews other than closure.
- 6.153 PARC should have a clearly established link to the Audit & Governance Committee. The PARC terms of reference do refer to escalating issues to Audit & Governance, additional engagement should be undertaken with the Committee to ensure that membership understands the role of PARC and how it can best serve the committee in fulfilling its terms of reference.
- 6.154 Guidance and training to support the Audit & Governance Committee would be beneficial, particularly in utilising PARC moving forward. This could also be provided in regards to the Assurance Framework where the Committee currently receive reports on required updates for recommendation to Combined Authority Board.
- 6.155 The Audit & Governance Committee is required to annually review the assurance framework to ensure it adequately addresses risks and priorities including governance arrangements of significant partnerships, this role should be developed further to ensure that the Assurance Framework is in line with best practice and is being complied with.
- 6.156 The equivalent committee at West Midlands Combined Authority has a more significant role in regards to the Assurance Framework. It not only oversaw the development of a Single Assurance Framework approach that applies to all funding, it also receives from the Programme Assurance & Appraisal Team quarterly assurance thematic performance information to provide oversight of the transition to the Single Assurance Framework and the compliance of projects and programmes with required standards.

Behaviours

- 6.157 The Audit & Governance Committee also has a code of conduct responsibility, that being:
- ☐ Ensure the Combined Authority has effective policies and processes in place to ensure high standards of conduct by its Members and Co-opted Members;
 - ☐ Assisting the Members and Co-opted Members to observe the Code of Conduct;
 - ☐ Advising the Combined Authority on the adoption or revision of the Code of Conduct and monitor its operation;
 - ☐ Advising on training and overseeing the effectiveness of any training for Members and Co-opted Members on matters relating to the Code of Conduct;

- 6.158 Given the issues regarding behaviour at Combined Authority Board meetings it is surprising that the Committee has not included behaviours on their work programme or been engaged to assist in member observation of the Code of Conduct and/or advise on related training.

Ongoing Progress

- 6.159 It is important to reference ongoing progress within the Combined Authority to address some of the matters raised in this section of the report, these include:
- ☐ Endorsement from LSM for the creation of a more strategically focused Board
 - ☐ Endorsement from LSM for the creation of a focused pre-Board brief process and meeting
 - ☐ Endorsement from LSM for the creation of a safe strategic policy space for Board membership
 - ☐ Paper to be taken to June meeting of Board on future of the Housing & Committees function
 - ☐ Creation of the Performance and Risk Committee
 - ☐ Review already undertaken by Centre for Governance & Scrutiny of scrutiny function with action plan for improvement

Conclusion summary

Identified improvements will only happen with strong and visible collective leadership supported by a commitment from all parties towards improvement. Central to this are the required foundations and fundamentals set out earlier in this report, without improvements here the governance framework can only deliver so far.

The governance framework can improve and deliver significant benefits, the Board should consider the wide range of observations and conclusions within the report in order to enhance the framework as well as the numerous recommendations.

The governance structure itself needs to be simple, supported, with clarity on roles and capable of adding real value to the decision-making process. The Mayoral role requires clarity in regards to their priorities and how these impact overall objectives, additionally the Mayor should be supported through governance to develop their policy agenda.

A more strategically focused Board needs to be able to focus on its core role and regional big ticket items, with enhanced support through a Pre-Board Brief and strategy support through a reenvisioned LSM.

Consideration needs to be given to empowering executive committees with clarity of role supported by trusted delegations, creating appropriate focus on the economy, utilising supporting steering committees and developing co-production approaches across partnerships. Possible governance structure options are set out for the Board to consider in support.

The Scrutiny function would benefit from the identification of regional scrutiny themes directly related to the Combined Authority objectives and developing its ability to deliver accountability. Scrutiny's role should be recognised as twofold – firstly, to contribute to policy development in respect of high profile, complex issues affecting the whole of the region, and secondly to review and evaluate the performance of the Mayor and Combined Authority, and the way it works with its partners to deliver for local people.

Audit & Governance Committee can too enhance its role in a number of areas such as performance and compliance.

Recommendations

- 20 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Governance Framework section of this report and produce an action plan in response**
- 21 The Combined Authority Board reverts to a bi-monthly cycle with an amended terms of reference designed to place a more strategic focus on its business, noting the conclusions and suggestions made within this report**
- 22 A Pre-Board brief meeting and process be developed and established at the earliest opportunity through the *Even Better* transformation project, noting the conclusions and suggestions made within this report**
- 23 Leaders Strategy Meeting be reenvisioned to take on the role set out under Strategic Growth Forum in section 6.75 to 6.80 of this report**
- 24 The Combined Authority develops an Executive Committee recommendation template (as part of a pack) for inclusion in Board papers, to ease the process of considering Executive Committee recommendations and reduce paperwork**
- 25 The Combined Authority Board considers how it wishes to place more of a focus on delivery of its Economic Strategy and the Sustainable Growth Ambition Statement, either through the Board itself or by creating an Economic Growth Executive Committee with responsibility for the delivery of the Economic Growth Strategy**
- 26 Consideration be given to providing delegations from the Board to relevant Executive Committees for the approval of schemes that have already been budgeted for and approved for development and delivery, empowering those Committees to own delivery of key thematic strategy**
- 27 *Even Better* Transformation Project reviews wider approvals that could be delegated down to Executive Committees**
- 28 The Combined Authority give consideration to creating a Member Friendly report template, specific to the needs and identify of the Combined Authority, focused on providing the right information to inform effective decision-making**
- 29 The Combined Authority Board considers its voting arrangements in regards to the Business Board representative and wider**
- 30 Consideration be given to the future role of the Business Board, taking into account the Levelling Up White Paper, the future governance framework and the content of this report**
- 31 The Combined Authority Overview & Scrutiny Committee is engaged to identify requirements for reporting in a scrutiny context**
- 32 The Overview & Scrutiny Committee place developing the function and its identity in a Combined Authority context at the centre of its 2022/23 work programme, examining the 4 workstreams identified within this review.**

- 33 The Scrutiny Call-in process as detailed in the Constitution be updated to require justification for a call-in request in line with the principles of decision-making**
- 34 The Combined Authority Board give consideration to amending the thematic focus of its Executive Committees taking into account the conclusions set out in 6.87 to 6.123**
- 35 Support for Audit & Governance Committee be enhanced to ensure clear links exist between the role and information provided to PARC and the Committee**
- 36 The role of Audit & Governance Committee be clarified in regards to performance management and what information it requires to undertake this role**
- 37 The role of the Audit & Governance Committee be enhanced as it applies to the Assurance Framework to ensure that it includes oversight of compliance with the Assurance Framework and best practice development.**
- 38 Audit & Governance Committee be provided with training on its financial management role, key associated skills and how this fits into the Combined Authority context**
- 39 The Combined Authority give consideration to the various options for its governance structure as set out in Appendix E**

Governance Process

- 7.1 There are a number of process improvements that the Combined Authority can consider that will help deliver improvements and support conclusions and recommendations detailed above.
- 7.2 The first of these relates to Mayoral support. The review notes issues with previous support provided through the Mayoral Office and the current commitment to provide recruitment to key Mayoral Office positions, however the existing level of support provided by the Combined Authority to the Mayor is not sufficient to help deliver some of the fundamentals identified in this report.

Pre-Board Brief Process

- 7.3 If adopted the new Pre-Board Brief process can help deliver significant benefits, the *Even Better* transformation project has already been tasked with developing this and associated process. In doing so they should ensure that:
 - ☐ Adequate agenda setting takes place well in advance of Board meetings
 - ☐ There is political input into report requirements particularly from Portfolio Leads
 - ☐ The Mayor as Chair of the Board signs off agenda packs supported by senior officers signing off the quality and content of reports produced by their business areas, this may require amending the Directors Schedule meeting as at present it is attended by officers at too junior a level
 - ☐ Business Board clearance table model for reports prior to agenda dispatch was seen as an example of internal good practice

Post-Meeting Process

- 7.4 Improvements need to be made to process following Board and Committees in relation to actions. Actions are reported to Executive Team however there are regular examples of ownership not being taken for actions to be responded to and reported back.
- 7.5 Committee Services support reported having to invest considerable time into chasing actions, who the leads are for actions and getting responses cleared as a result. They also reported actions going back to Board and Committees that were often prepared by junior officers without senior officer clearance.
- 7.6 Regular review of actions has now become accepted practice at Executive Team, ensuring that senior officers be assigned responsibility for ensuring actions are responded to sits with the Executive Team to deliver.

Forward plan

- 7.7 We have already referred to the importance of the Forward Plan and the current issues with its use and completion. Early identification though this review of lack of ownership and challenge of the Forward Plan led to early changes being made inside the Combined Authority, this involved amended deadlines for additions by officers and review of the Forward Plan by the Executive Team to ensure appropriate challenge was being delivered by officers to added content. Subsequently the Forward Plan would then be reviewed by the Mayor and then considered at LSM before sign off.
- 7.8 The above process should ensure senior officer and political challenge to the content of the Forward Plan and examining why something has been added and if it is necessary, noting a need to list all key decisions. This trialled process should therefore continue but with more vigour from both officers and politicians to iron out continuing issues such as officers not meeting addition deadlines.

Mayoral Decision Notices/ Officer Decision Notices

- 7.9 The review briefly examined the existing process for the production, agreement and publishing of decision notices, particularly given issues with Mayoral Decision Notices not being published on the Combined Authority website. Following review, all signed off Mayoral and Officer Decision Notices have now been published on the website and the transparency pages of the website have been improved to make them more accessible and visible.
- 7.10 There are however wider issues with the current Decision Notice process which places certain responsibilities on the Governance Team rather than the business area leading on the notice. For example chasing of procurement/ finance/ legal information and completion of notices has been left to Governance, along with examples of wider completion of the notices themselves. It is important for consistency and quality that those leading within business areas see through completion of their notices and only provide them to Governance once they have been completed and approved.
- 7.11 Additionally there has been no set timeframe for the publishing of approved notices on the website, engagement with other Mayoral Combined Authorities revealed a standard practice of publication within 3 working days of being received. In order to deliver this it has been proposed that Governance take on the publication role from Communications and publish directly themselves using the Committee Management system. This will provide clarity on roles and also allow Governance to then inform Board and the Overview and Scrutiny Committee when key decisions in particular have been taken.
- 7.12 Without notification it is impossible for the Overview and Scrutiny function to conduct the call-in function which is a key scrutiny function and power. Directly informing the Overview & Scrutiny Committee of decisions should take place within 3 working days of the decision - noting that any key decision of the Mayor, Combined Authority Board, executive committees or an Officer may be

implemented after 5.00pm of the fifth clear working day after the publication of the decision, unless it is called-in.

7.13 Directly informing Overview and Scrutiny Members ensures that they have as much time as is possible and are aware to consider key decisions for call-in.

7.14 An amended Mayoral Decision Notice and Officer Decision Notice process is detailed in Appendix F.

Reporting

7.15 We have already referred to the need to improve reporting to the Board and elsewhere in this review, in particular the information that is required by decision-makers in order to allow them to consider the required information to make an effective decision.

7.16 There is also a need to examine reporting process. Committee Services and the Governance Team have been engaged as part of this review, they identified the following regular issues in relation to reporting from within the Combined Authority:

- ☐ Deadlines missed
- ☐ Lack of business area engagement in responding to report queries
- ☐ Significant chasing required by Committee Services and Governance Team often without response from business areas
- ☐ No updates provided on report production prior to agenda dispatch from certain business areas - *"sometimes the first time you know the report is definitely going ahead is when final version turns up at the deadline"*
- ☐ Report templates are not always followed and appendices are not always submitted with the report
- ☐ Getting report implications completed can take time
- ☐ Authors often provide reports without implications and leave it to Committee Services to chase them

7.17 Committee Services stated that having a 'governance lead' identified in each business area would enable them to engage more effectively on reporting requirements and agenda drafting, such a link would also be beneficial in chasing up post-meeting actions. Issues were reported by Committee Services with knowing who to contact for governance matters within business areas due to the large level of staff turnover, having a lead would hopefully address such an issue.

Minutes Approach

7.18 At present the Board has taken an approach of requiring near verbatim minutes to be produced for its meetings, a similar approach is reflected at other committees across the Combined Authority. This is out of sync with the approach taken at the Constituent Councils within the Combined Authority in all but one case and is not an approach supported at other Combined Authorities.

7.19 Good minutes are recognised as being brief, accurate and precise, providing clear answers to the questions of how, when, why, and by whom the decisions were made. Guidance provided by the Institute for Good Governance and the ICSA (Chartered Governance Institute) state that minutes should not be a verbatim record but should summarise key points and focus on the decision. The reason for the decision should be documented and include sufficient background information for future reference.

7.20 It has also been reported to this review that Minute sign off is an issue for Board and Committees at the Combined Authority. Improvements in Mayoral support staff and having a business area governance lead are seen as ways to rectify the current difficulties that exist.

Committee Services

- 7.21 Good quality Committee Services are key to supporting an efficient and effective governance framework, committee services are currently provided by the Combined Authority Governance Team and through a service level agreement with Cambridgeshire County Councils Democratic Services Team.
- 7.22 We have referred to improvements with the pre and post meeting process, decision notices, forward plan ownership, reporting, business area leads and minute taking above. All of these will assist with the smooth operation of the committee services function.
- 7.23 Workshops with current providers as part of this review also identified concerns regarding the governance and political awareness of Combined Authority staff, this links to the 'governance understanding' conclusions detailed in this report. Concerns were expressed that officers were not aware of the decision-making process, the reporting cycle and its requirements and the local government act requirements for reporting.
- 7.24 Concerns were also expressed about the political awareness of officers, referring to a lack of knowledge around the political make-up, positions and personalities within the Combined Authority. 2 staff lunch and learn sessions delivered by the Governance Team in 2022 also identified these shortcomings which could be overcome through additional training, wider information and informed induction for new staff.

Ongoing Progress

- 7.25 It is important to reference ongoing progress within the Combined Authority to address some of the matters raised in this section of the report such as the Executive Team taking ownership for internal review of the Forward Plan.

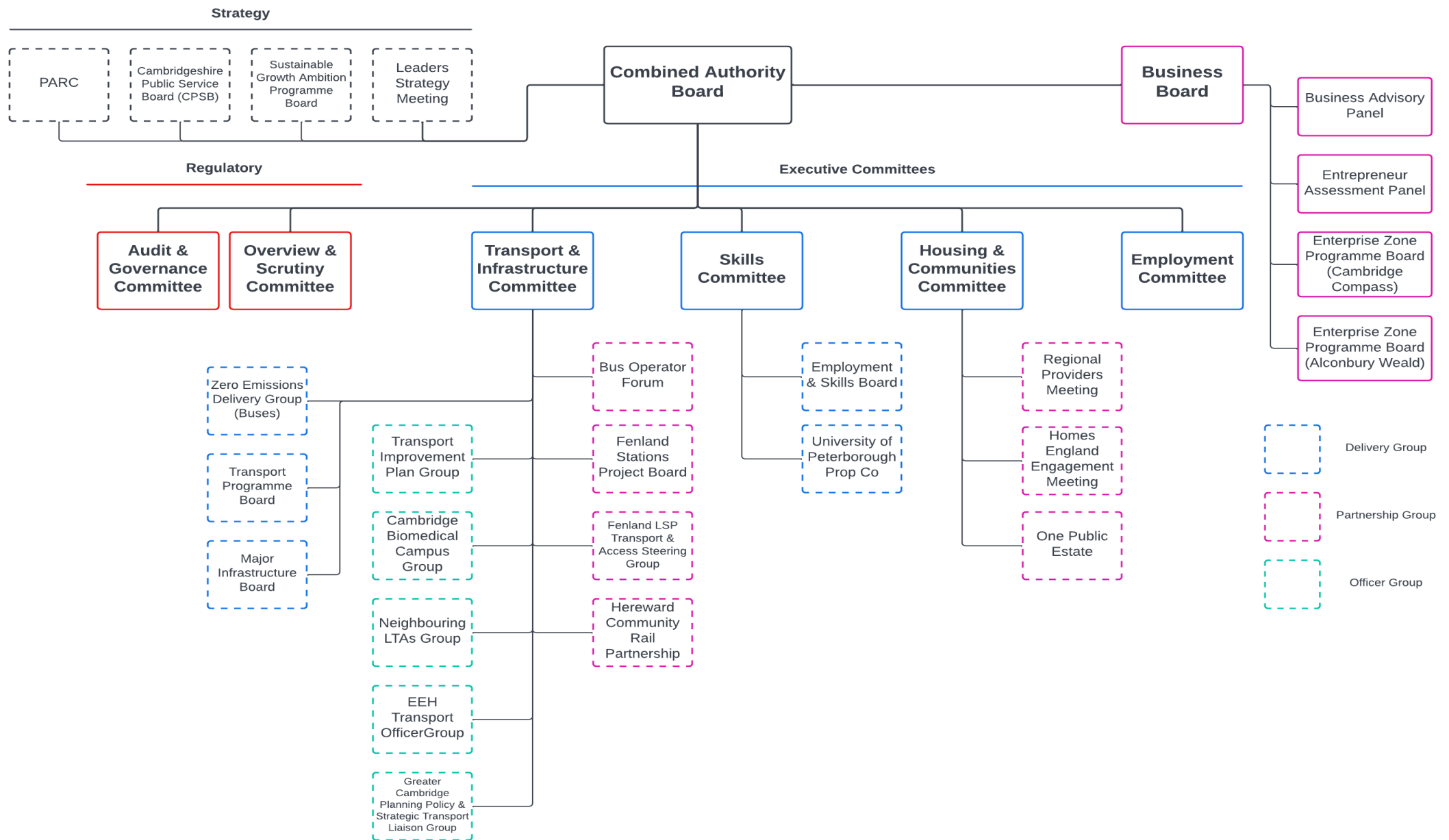
Recommendations

- 40 Combined Authority Board and Executive Team give consideration to the conclusions and issues raised within the Governance Process section of this report and produce an action plan in response**
- 41 The Combined Authority Executive Team takes responsibility for ensuring appropriate officer responses to Board and Committee actions**
- 42 The Forward Plan process trialled since January 2022 be continued to ensure appropriate Political and Senior Officer ownership and oversight**
- 43 The process for Mayoral Decision Notices and Officer Decision Notices set out in Appendix F be adopted**
- 44 Each Combined Authority Business Area designate an officer to act as Governance Lead, acting as the point of contact with Governance Services and Committee Services on Board and Committee requirements**
- 45 The Combined Authority Executive Team considers how to improve organisational culture in regards to meeting governance requirements and delivering good governance behaviours**
- 46 The Combined Authority adopts its approach to minute taking at Board and Committees in line with the conclusions within this report, moving away from verbatim record of meetings to a more focused summarised approach**

Next Steps

- 8.1 The conclusions and recommendations within this report have been developed based on the evidence provided and collected through the review, they are made in the context of the current position (November 2021 to May 2022) that the Combined Authority finds itself in both politically and organisationally. The conclusions and recommendations are based around identification of key areas for improvement.
- 8.2 As a result they are intended to be considered as a starting point based in this context under the assumption that the Combined Authority will continually review the key themes identified within the report and seek to establish and build upon strong governance foundations.
- 8.3 The expectation would be that the Combined Authority considers the content of the report and develops an action plan setting out its response, noting that not all issues raised or conclusions made necessarily have a subsequent recommendation for improvement.
- 8.4 The review has not been tasked with an examination of the Combined Authority's internal systems of control, if the Combined Authority seeks to undertake such a review it is propose that it focuses on the following areas:
 - ❑ Core internal systems of control
 - Performance Management Framework
 - Finance Reporting
 - Risk Management Strategy
 - Internal reporting and escalation processes
 - Internal good governance behaviours
 - ❑ Investment Decision-Making
 - Assurance Framework
 - One Organisation approach
 - Political oversight
 - Golden thread between strategic objectives and project/ programme pipelines
 - Monitoring and Evaluation regime

Appendix A: Full existing CPCA Governance Map



Appendix B: Example Report template

**CAMBRIDGESHIRE
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COMBINED AUTHORITY

Agenda Item No:

Add Report Title here:

To:	<i>Which Board/ Committee is this going to</i>
Meeting Date:	<i>Insert date of consideration</i>
Public Report:	<i>Is this a public/ confidential/ exempt report – provide required justifications</i>
Lead Member:	<i>Who is the Lead Member for this report</i>
Responsible Officer:	<i>Who is the responsible officer for this portfolio/ business area</i>
Lead Officer:	<i>Who is the lead officer for this report</i>
Key Decision:	<i>Is this a key decision</i>
Recommendations:	<i>Insert details of the recommendations</i>
Voting Arrangements:	<i>What are the voting arrangements for consideration of this item</i>
Report has been considered by:	<i>Has this report been considered by other Committees or advisory bodies</i>
Purpose:	<i>Set out the ask and reasons for the ask, you should be able to read just the purpose and the recommendations and know what the report is about and the decision(s) required</i>
Strategic Objective(s):	<i>Set out details of the relevant strategic objective(s) the proposal fits under to maintain clear golden thread</i>
Background:	<i>Set out the background to the proposal, including a timeline of previous decisions taken</i>
Proposal:	<i>Set out in clear language the proposal and key detail</i>
Alternative Options:	<i>Set out the alternative options considered and reasons why they were not proposed</i>
Engagement:	<i>Who has been engaged in the production of the proposal made within this report</i>
Implications:	<i>Set out the implications (legal/ finance etc), opportunity to include SGAS specific implications</i>
Background Papers:	<i>Provide links to all background papers</i>
Appendices:	<i>Provide links to all appendices</i>

Appendix C: Reenvisioned Leaders Strategy Meeting – starter terms of reference



CAMBRIDGESHIRE & PETERBOROUGH
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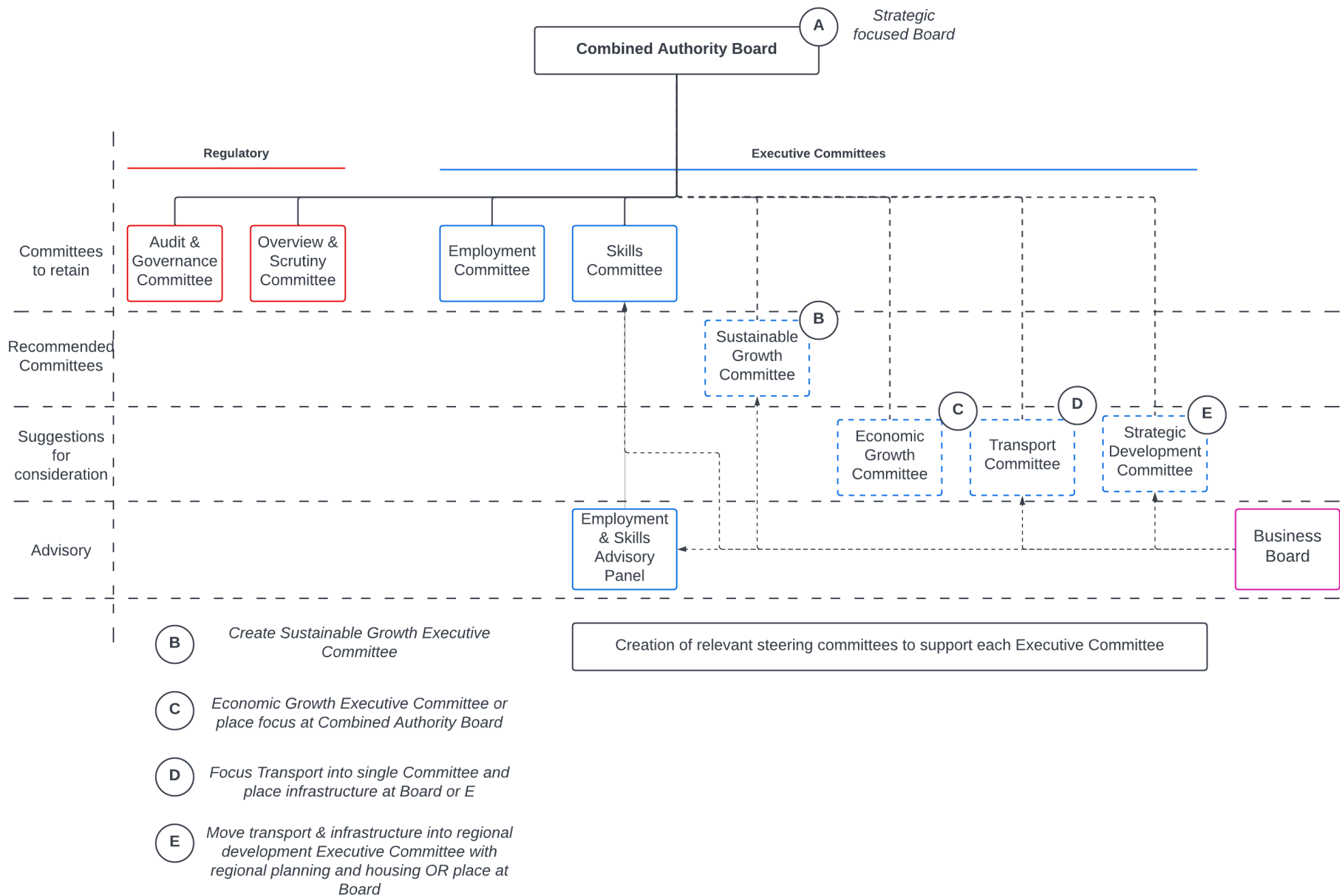
[insert title]

Purpose	To act as the political policy and strategy development forum for the Combined Authority
Accountability	Accountable to the Combined Authority Board
Membership	<i>List CA Board Members</i> <i>What about external partners and stakeholders?</i> <i>What about CA and Constituent Officers?</i>
Chair	The Mayor as Chair of the Combined Authority Board will Chair the Strategic Growth Forum
Frequency	The Forum will meet on a monthly cycle
Support	Support is provided through the Combined Authority Executive Team and the Combined Authority Chief Executives Group
Servicing	<i>Who will provide servicing arrangements covering coordination and development of agenda, papers and actions?</i> CPCA and Constituent Council Officers will support the Forum as required on appropriate workstreams.
Functions	<ul style="list-style-type: none"> <input type="checkbox"/> Provide an informal opportunity for the region's political leadership to meet and discuss matters of shared interest <input type="checkbox"/> Receive briefings on region-wide issues impacting Constituent Authorities of the CA and the CA itself <input type="checkbox"/> Provide an opportunity to 'horizon scan' potentially contentious or difficult issues expected to arise in the medium term. <input type="checkbox"/> Debate, discuss and develop key Combined Authority strategy and policy direction <input type="checkbox"/> Discuss and agree devolution approach <input type="checkbox"/> Debate, discuss and develop the regional vision for Cambridgeshire and Peterborough

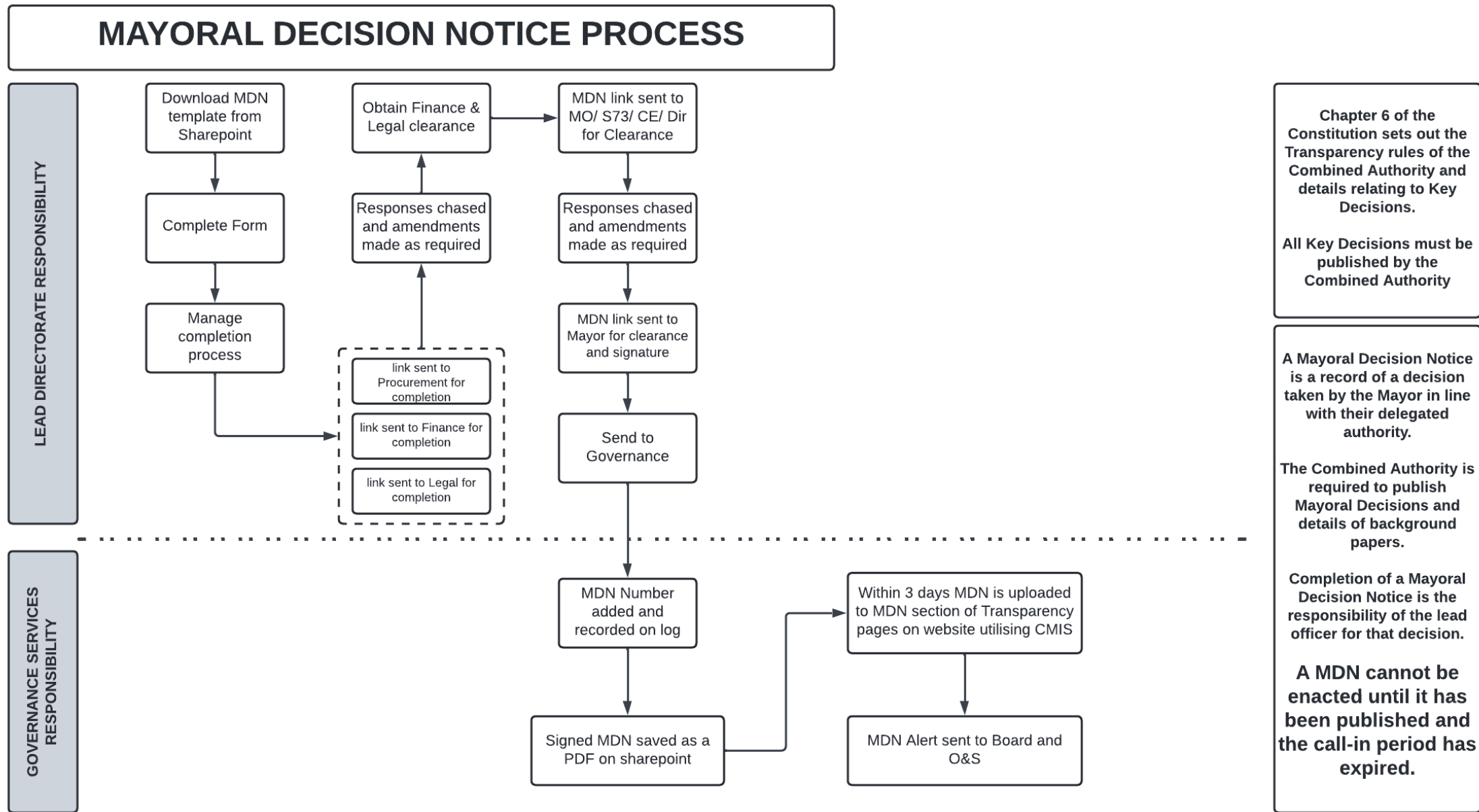
Appendix D: Pre-Board Brief – starter terms of reference**PRE-BOARD BRIEF**

Purpose	To engage, brief and prepare Board Members
Accountability	Pre-Board Brief is part of the supporting arrangements in place at the Combined Authority to support the business of the Combined Authority Board
Membership	<i>List members of the Combined Authority Board</i>
Substitutes	Members of the Board can nominate one substitute to attend and act on their behalf, if they cannot attend. This needs to be agreed in advance with the Monitoring Officer
Chair	The Mayor as Chair of the Combined Authority Board is Chair of the Pre-Board Brief
Frequency	Pre-Board Brief will meet on a monthly cycle via Microsoft Teams
Quorum	Mayor plus 3 other Members of the Combined Authority Board
Servicing	The Combined Authority Governance Team working will support the Pre-Board Brief in terms of coordination, agenda, papers and actions
Functions	<ul style="list-style-type: none"> <input type="checkbox"/> To brief Board Members on upcoming Board agenda items <input type="checkbox"/> To engage Board Members in the production and content of Board reports prior to publication in order to provide an early steer to content and clearance of drafts <input type="checkbox"/> To owned and manage the Forward Plan <input type="checkbox"/> To engage Board Members in key debates and discussion on topics before they are formally added to Forward Plan <input type="checkbox"/> To provide briefings and oversight of items considered at Executive Committees

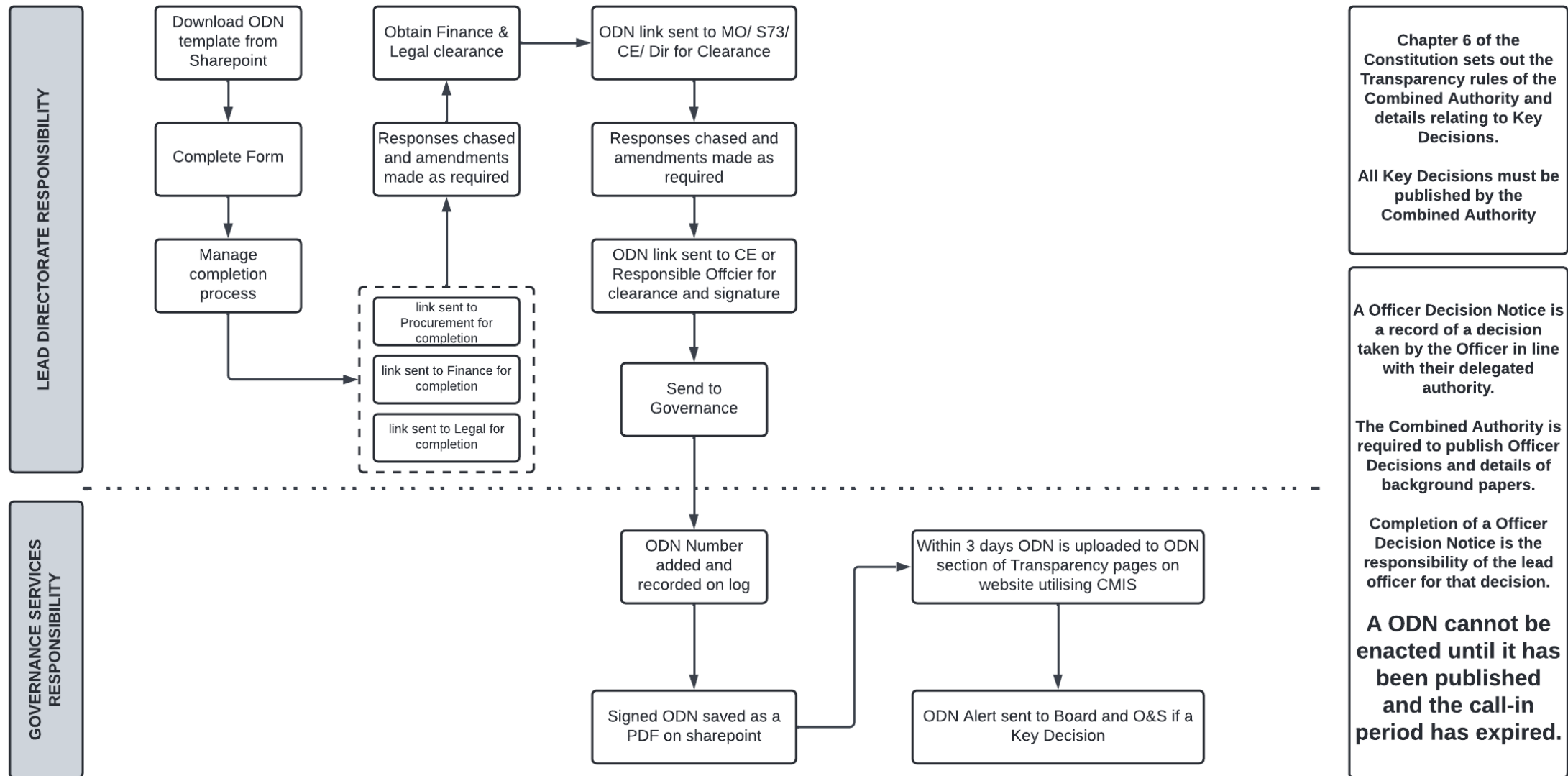
Appendix E: Governance Structure Options



Appendix F: Amended Mayoral and Officer Decision Notice Process chart



OFFICER DECISION NOTICE PROCESS





**CAMBRIDGESHIRE
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COMBINED AUTHORITY

Agenda Item No: 4.2

Climate and Strategy Business Cases July 2022

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 July 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Paul Raynes, Director of Delivery & Strategy
Key decision:	Yes
Forward Plan ref:	KD2022/030 [General Exception]
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) approve the Business Case for the Huntingdon Biodiversity For All project and approve £1.2m CPCA capital investment and £150,000 revenue from subject to approval line in the MTFP.b) approve the Business Case for the Fenland Soil project and approve drawdown of £100,000 from the subject to approval line in the MTFP for Climate Commission.c) to note the progress of the Waterbeach Renewable Energy Network project
Voting arrangements:	<p>A simple majority of Members present and voting</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 To seek approval for Business Cases and approve funding allocations from the subject to approval line of the Medium Term Financial Plan (MTFP).
- 1.2 The Business Cases can be found within the appendices of this report.
- 1.3 If approved the projects will have approved funding to move into the delivery phase of the project. Monitoring and evaluation will continue throughout the delivery phase.
- 1.4 This key decision report was added to the Forward Plan under general exception arrangements on 19 July 2022.

2. Background

- 2.1 The section below sets out the process the projects have been through to reach this stage.

2.2 Step 1: Prioritisation

- 2.2.1 Bids for inclusion in the CPCA budget were submitted by 31 December 2021 in response to the medium term financial plan (MTFP) consultation.
- 2.2.2 For each bid a one-page summary document was provided by applicants.
- 2.2.3 The CA Analysis and Evaluation Manager completed an evaluation of the bids for their strategic fit with the CPCA policy framework (this is the first Critical Success Factor test in the Green Book approach to project selection); this involved:
 - i. scoring against the six capitals of the Sustainable Growth Ambition Statement and contribution to gross value added (GVA).
 - ii. assessment for alignment with the policies in the relevant sector strategy, for example, Skills Strategy.
 - iii. evaluation of the bids for affordability.
- 2.2.4 Projects that passed through this stage were included within the MTFP as subject to approval allocations following Board approvals in January and March 2022.

2.3 Step 2: Project Initiation Documents (PID)

- 2.3.1 The CPCA Programme Office worked with project managers to support them in developing the one-page bids into a PID which are internal documents aimed to set out the scope in greater detail and the governance of the project.
- 2.3.2 The PIDs were taken to the April and June Performance and Risk Committee (PARC) meetings, internal officer review meetings, where each were assessed, and relevant changes made. Each project within the scope of this paper has an approved PID.

2.4 Step 3: Business Case

- 2.4.1 The CPCA Programme Office has worked with project managers to support them in developing PIDs into Business Cases. A series of workshops/meetings took place throughout the process. As part of these meetings, comments were reviewed and improvements to Business Cases were suggested.
- 2.4.2 An HMT Green Book compliant Business Case template was issued that included guidance to support project managers. The aim has been to ensure the Business Cases evidence value for money whilst also ensuring the document is proportionate to the size of the project and not overly burdensome to complete.
- 2.4.3 The Business Cases can be found as appendices to this report.

3. Assessing Value for Money

- 3.1 The CA Programme Office reviewed the Combined Authority Assurance Framework, HMT Green Book (2020) and National Audit Office (NAO) guidance and met with the Chief Finance Officer when deciding on the guidance for evidencing Value for Money.
- 3.2 The Assurance Framework states that to achieve value for money in spending public funds is through ensuring that all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles, specifically that unless fulfilling a statutory requirement, all business cases must demonstrate a strong fit with the strategic objectives of the relevant Board.
- 3.3 NAO uses three criteria to assess the value for money of government spending i.e. the optimal use of resources to achieve the intended outcomes:
 - Economy: minimising the cost of resources used or required (inputs) – spending less;
 - Efficiency: the relationship between the output from goods or services and the resources to produce them – spending well; and
 - Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – spending wisely.
- 3.4 The NAO guidance states that there must be a balance of inputs, outputs & outcomes, that 'optimal' is the most desirable possible given restrictions or constraints, and that the question of 'what does good look like?' has been answered.
- 3.5 Within the Strategic Case of each Business Case the scope of each project has been fully developed and there is a case for change section which assesses what 'do nothing' looks like and what 'good' looks like, linking to CPCA strategic objectives.
- 3.6 Within the Economic Case a Green Book Project Profile Tool was adapted for each project to link outputs to outcomes to impacts and to CPCA strategic objectives and metrics. A logic model has also been developed. Also included in the Business Cases is a Monitoring and Evaluation section that includes an evaluation plan and how progress against these inputs, outputs and outcomes will be measured.

- 3.7 Within the Economic Case there is also an assessment of options against costs and benefits including 'do nothing' and 'do minimum' which aims to assess which is the optimal use of resources.
- 3.8 The Chief Finance Officer has reviewed each Business Case and assesses them as likely to represent Value for Money against the above criteria.

4. Timescales and next steps

- 4.1 If approved the above projects will have funding to move into the delivery phase of the project. Monitoring and evaluation will continue throughout the delivery phase.

Significant Implications

5. Financial Implications

- 5.1 The Combined Authority Board approved, as part of the 2022/23 revenue budget, Capital Programme 2022/23 to 2025/26 and Medium-Term Financial Plan (MTFP) 2022/23 to 2025/26, a list of climate and strategy related projects, presented on 26 January 2022.
- 5.2 The initial allocation of subject to approval budgets within the MTFP was agreed at this Board, ensuring that funding would be available for these projects, should they be approved via the gateway stages and provide evidence as value for money.

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Project Budgets £'000
<u>Delivery and Strategy Revenue Budget</u>					
Huntingdon Biodiversity for All					
Approved	-	-	-	-	-
Subject to Approval	50	50	50	-	150
Climate Change (includes Fenland Soil)					
Approved	50	-	-	-	50
Subject to Approval	100	100	100	100	400
<u>Delivery and Strategy Capital Budget</u>					
Huntingdon Biodiversity for All					
Approved	-	-	-	-	-
Subject to Approval	400	400	400	-	1,200
Waterbeach Depot Solar PV Vehicles					
Approved	-	-	-	-	-
Subject to Approval	2,000	700	-	-	2,700

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

6. Legal Implications

- 6.1 None

7. Public Health Implications

- 7.1 Please refer to individual business cases

8. Environmental and Climate Change Implications

- 8.1 Please refer to individual business cases.

9. Appendices

- 9.1 Appendix 1 – **Huntingdon Biodiversity For All Business Case**

- 9.2 Appendix 2 – **Fenland SOIL Business Case**

- 9.3 Appendix 3 – For information only – **Waterbeach Renewable Energy Network** progress Statement and draft Outline Business Case

10. Background Papers

- 10.1 [Combined Authority reports January 2022 - Sustainable Growth Ambition Statement, 2022/23 Budget and Medium-Term Financial Plan 2022 to 2026](#)

- 10.2 [Combined Authority Board March 2022](#)

- 10.3 [General Exception Notice](#)

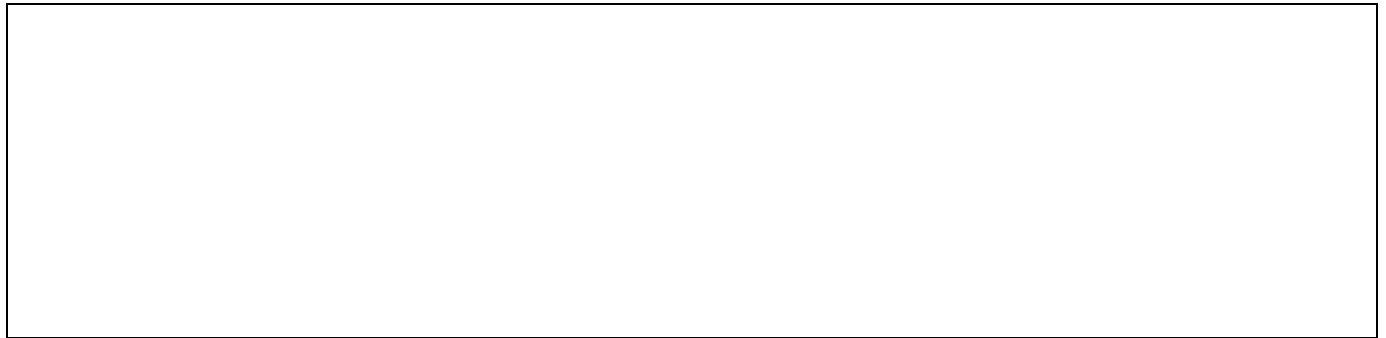
11. Accessibility

- 11.1 Accessible versions of the information contained in this report and its appendices can be obtained on request from democratic.services@cambridgeshirepeterborough-ca.gov.uk



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Business Case – Huntingdonshire Biodiversity Programme



VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	28 June 2022	Business Case	AC

INTRODUCTION

PROJECT BACKGROUND

The project proposal has been developed by Huntingdonshire District Council to deliver a programme of investment in natural assets to increase biodiversity that will also deliver wider benefits. This in line with the ambition to double the amount of Cambridgeshire's rich wildlife habitats and natural green space from 8% to 16%, and builds upon previous experience in the District.

PROJECT SCOPE

The programme will explore ways of mapping the existing biodiversity of natural assets on public land, working with the community on the identification and delivery of improvements. The programme will test community models of delivery for self-sustaining investment that can be applied elsewhere.

EXECUTIVE SUMMARY

STRATEGIC CASE

The aim of the programme is to accelerate the delivery of measurable biodiversity gain by capital investment in Huntingdonshire's natural assets, on a basis that makes them self-sustaining and delivering a wide range of associated benefits.

The Combined Authority's Sustainable Growth Ambition Statement sets nature (alongside climate change) as one of the six capitals essential to underpinning good growth in the area. The Combined Authority has endorsed the Vision for Doubling Nature, and this approach was reinforced by the recommendations of the Cambridgeshire & Peterborough Independent Commission on Climate, which identified nature as making an important contribution to climate change mitigation and adaptation. The Government's 25-year Environment Plan sets out bold ambitions for nature recovery, and net biodiversity and environmental gain through development.

At the launch of the Doubling Nature Vision, it was noted that: "Cambridgeshire currently has one of the smallest areas of any county in the country, relative to size, of land managed for nature". The stated ambition being to "double that figure, from around 8% to 16% (which is the national average)". Public and community land assets have great potential to contribute to that target, given that many are not specifically managed to maximise their biodiversity.

The programme will enable:

- Faster investment in configuring land assets, engaging the community in the options appraisal process
- Pilot with Parish Councils and other landowners and developers to roll out investment projects
- Pilot asset improvement projects with community organisations and groups.

The involvement of the community organisations and groups will create additional social value by developing skills and a community delivery model, supported by professional services.

ECONOMIC CASE

The programme will deliver enhancements in nature, in line with the ambition to double the amount of Cambridgeshire's rich wildlife habitats and natural green space from 8% to 16%. The programme will test community models of delivery for self-sustaining investment that can be applied elsewhere.

FINANCIAL CASE

The £1.2m CPCA capital investment and £150k revenue is to be delivered over a three-year programme.

COMMERCIAL CASE

There will be a competitive bid process for nature projects.

MANAGEMENT CASE

Fund to be externally managed by Natural Cambridgeshire

STRATEGIC CASE

INTRODUCTION

The purpose of the strategic case is to assess the project's fit with local and national priorities. Here, the strategic case particularly considers the fit with the Combined Authority's Sustainable Growth Ambition Statement and the national strategy for Nature Recovery.

STRATEGIC PRIORITY

The programme aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's natural capital objective is:

"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities"

By involving the community in delivery and enhancing the natural areas with public access the programme will also deliver against the Statement's human capital objective:

"People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want".

The CPCA has set a target to double the amount of rich wildlife area through the 'Vision for Nature'. The CPCA has also endorsed the Environmental Principles for the OxCam Arc, which includes the doubling of nature and other environmental outcomes.

Government has set out a response to the biodiversity crisis through the 25-year Environment Plan and the National Nature Recovery Strategy. These call for rapid action to protect and enhance biodiversity. This includes adding and managing more habitats that enable local nature locations to form corridors and 'networks'.

The Council has adopted a set of environmental principles including:

- To protect, enhance and restore, existing nature areas (green space) and create new ones (where it is viable to do so).
- To pursue the ambitions of 'A green Future: Our 25 year Plan to Improve the Environment' and that new development should be designed with a view to minimising and mitigating the effects of Climate Change.
- Ensuring existing and new communities see real benefits in their well-being from living in Huntingdonshire.
- Using natural resources wisely.

The Corporate Plan also sets out the vision for Huntingdonshire:

**We want to support a safe and healthy environment
for the people of Huntingdonshire**

- **For people** – to make Huntingdonshire a better place to live, improve health and well-being
- **For place** – to make Huntingdonshire a better place to work and invest

The Council has a strategic priority to create, protect and enhance a safe clean built and green environment.

CASE FOR CHANGE

The drivers for change are to: (a) stimulate a reverse of the biodiversity crisis and sustain and enhance nature; and to (b) find new ways of supporting the ongoing maintenance of biodiversity in nature projects.

Huntingdonshire District Council protects and manages the natural environment as guardian of 1,534 hectares of green space, 42.8 hectares of woodlands and a managed tree canopy of 400 hectares. After investing in nature and experimentation with planting of wildflower areas in parks and open spaces, an initial pictorial meadows pilot was extended to introduce greater biodiversity to at least one major area in all four of the district's market towns in the last 3 years: Huntingdon, St Ives, St Neots and Ramsey. To date, the Council has successfully planted wildflower meadows with an equivalent footprint of five and a half Wembley stadiums, helping to double nature and increase biodiversity.

The Council wants to test the approach of encouraging communities to take on the identification of biodiversity gains on its other assets and subsequent management of assets. This includes the potential to transfer some assets into different ownership. It also wants to demonstrate to other asset owners the benefits of taking a positive approach to biodiversity.

The Programme will:

- Mobilise a model of targeted land investment to deliver measurable biodiversity net gain, which can be replicated
- Build up a bank of demonstration projects to encourage other communities to take similar action, with additionality through pilot stimulation of local community landowners
- Provides biodiversity interventions in a measured and targeted way with additional social value in delivery, supported by digital citizen science and mapping
- Provides evidence of potential biodiversity net gain within existing and new community assets, further action encouraged by open mapping and reporting

CLIMATE CONSIDERATIONS

Making investments in nature have a positive impact on climate issues. There are carbon sequestration benefits as new habitats are established, and a potential reduction in energy intensive management of amenity land. There can be climate adaptation benefits such as slowing flood water flows, movement of nutrients or mitigating overheating.

SMART OBJECTIVES

Given the significant potential scale and complexity of achieving biodiversity, and the associated potential conflicts between access, use, safety and re-wilding the programme is split up into phased approach built on a proof of concept. The objectives are therefore:

1. **Build capacity to accelerate current biodiversity assessment and options**
2. **Consult with local communities to inform the optimum choice** for each strategic site owned or operated by the Council.
3. **Extend the use of the model to public and community organisations on a pilot basis.** This will be through a grant type application to access the capability to undertake the biodiversity assessment and net gain model.
4. **Engage biodiversity assessment expertise.**
5. **Redeployment of existing resources to new land management where it is efficient to do so.** It is recognised that some changes in equipment, training and additional resources to support a step change in land management for nature may be required. These will be assessed on a project-by-project basis to assess feasibility.
6. **Community empowerment.** The contribution of friend's groups and volunteers on many sites is invaluable, the programme will work with them when implementing any revisions to site management regimes that benefit biodiversity and encourage and support this approach for the community pilots that are supported by this programme.

SPECIFIC DELIVERABLES/OUTPUTS

The Programme will support project outputs as follows:

- Assessment of biodiversity on all Council strategic open spaces
- Support of biodiversity assessments and delivery plan for a minimum of 10 parishes or community organisations a year.
- Acquisition of land to facilitate transfer to community ownership for the purposes of biodiversity net gain.
- Commissioning of biodiversity project delivery to encompass skills training for participants and targeted education and access for supported families.
- Feasibility study of publicly accessible biodiversity/nature monitoring tool.
- Surveys of programme participants and grant funded organisations.
- Engagement of programme manager to co-ordinate and report on project activities.

PROJECT OUTCOMES/IMPACTS

The Programme outcomes are that the Programme has:

- engaged community action for biodiversity, with increase interest and contribution to measured biodiversity gain and social science [metric: volunteer hours per project]
- Measured biodiversity enhancement per £ capital invested [metric: baseline before/after using Defra metric]
- Influencing further net gain land investment through a tested model [post programme evaluation]
- Contribution to Doubling Nature target [Doubling Nature metric]
- Encouraging other communities to replicate the investment to achieve outcomes [Shared best practice; Project write-ups]
- Greater biodiversity [Metric: measured net gain]
- Cleaner and greener environment [Evaluation report to assess wider benefits]

The Project will deliver an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

OTHER LINKED METRIC: Increase in carbon sequestration through nature-based solutions

OTHER LINKED METRIC: Improvements to the 'nature network' through linking appropriate habitats

OTHER LINKED METRIC: Significant increase in residents having good access to nature rich green space.

NOTE: Given that natural capital accounting is in its early days, it is envisaged that metrics for e.g., skills and health and wellbeing, and climate change mitigation and adaptation, may be developed and employed as and where appropriate, depending on the individual projects that come forward

DESIGNS

No applicable.

RISKS

Time – the programme funding limits the programme to three years 2022 to 2025. Mitigation: is the programme is building on a good understanding of what has/hasn't worked before and can minimize the inception period

Seasonality – assessment of certain biodiversity needs to be on a seasonal basis. Mitigation: assessments will be undertaken under the community grant funded schemes in years two and three.

Weather – adverse weather may amend delivery timescales for projects to avoid site damage. Mitigation: designed as a multi-year programme to allow for variability.

Advice - Council held liable for advice or support given through the programme. Mitigation: legal responsibilities as landowners remain, and the grant agreements/prospectus will provide clarity on what is in/out of scope.

Competing uses - maximum biodiversity gain may not be a suitable option given the need to balance community access and site enjoyment. Mitigation: programme will assess opportunities for a net increase in biodiversity but also consider other uses.

CONSTRAINTS

The programme will only be able to pilot certain locations, so expectations need to be managed. It must also be understood that nature investments may show biodiversity returns over longer periods.

DEPENDENCIES

Progress on government specific requirements for ELM payments and BNG contributions.

ECONOMIC CASE

The Dasgupta Review in 2021 identified that demands on 'nature' far exceed its capacity to supply the goods and services we all rely on, and that this is endangering the prosperity of current and future generations. The biodiversity of an area is part of this natural capital but is not typically given an economic value. The Combined Authority's Sustainable Growth Ambition sets out natural capital as a one of the building blocks of good growth. The economic case of this programme has been assessed against that objective.

APPROACH TO ECONOMIC CASE

Value for money considerations for this project are covered by the Green Book Supplementary Guidance on 'Enabling a Natural Capital Approach' ¹. Natural capital is focused on natural assets in ecological terms (their quantity, condition and sustainability) and the social and economic benefits that derive from those assets. Most of those benefits are not monetised so this Economic Case uses the outcome profile tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

APPRAISAL SUMMARY TABLE

Not used.

OUTCOME PROFILE TOOL

¹ [Enabling a Natural Capital Approach guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/enabling-a-natural-capital-approach)

Sustainable Growth Outcomes	Climate and Nature	Health and Skills
Other Programme Outcomes (optional)	Climate Action Plan (CPCA) CPCA Vision for Nature; Local Nature Network; emerging LNRS Cambridgeshire Flood Risk Management Strategy	Draft Health and Wellbeing Strategy 2022-2030
Project outcomes	Increases market for investment in nature Increase in biodiversity Increase in flood resilience Projects deliver wider ecosystem benefits	Increase in mental and physical wellbeing
Project outputs	Test models for asset management to enhance biodiversity At least 10 community biodiversity projects Community science platform and data gathering Reconfigured land assets for nature Community of Practice information sharing	Increase in residents accessing nature
Project measures	Land Area Providing Nature Rich Habitat PNRH No net increase in flood risk	Health Index for England
Limitations	1. Habitat will take time to increase species presences and biodiversity 2. Carbon reduction dependent what habitats schemes are proposed.	Mental health benefits of access to nature are documented. However, attributing any impact of the project will be difficult to distinguish at the local scale due to other socio-economic factors on residents health.

LOGIC MODEL

EVALUTATION AND MONITORING FRAMEWORK LOGIC MODEL

This Logic Model focuses on the position of the project at the time of inception in 2022, and will be revised regularly, and at least annually

Policy Context	<ul style="list-style-type: none"> The growing consensus across society that nature (in the form of natural capital and ecosystem services) underpins all other types of capital (i.e., economic and social) and provides the foundation on which the economy, society and prosperity is built. The UK government's Green Finance taskforce in its 'Accelerating Green Finance Report' (March 2018) challenged the prevailing view that managing and investing in nature is a cost "rather than an investment and return" for both nature and business and maintains that investing in nature upfront is more cost-effective. The UK government's 25 Year Environment Plan (25 YEP) and the Green Growth, Clean Growth and Industrial Strategies set out the Government's approach to safeguarding the environment and future-proofing the economy by ascribing economic value to natural capital, since this is an essential basis for the economy growth and productivity over the long term. The CPCA's Sustainable Growth Ambition Statement (January 2022) has sustainability at its core and includes the themes of health and skills; climate and nature; infrastructure; innovation; reducing inequalities and finance and systems – this is consistent with HM Treasury's own Green Book principles. This project is aligned to deliver against those themes. Local objectives - Huntingdonshire District Council – Development and Delivery of Environment Strategy Local Objectives – Strategic Objective Environment
Programme Objectives	<p>Accelerate delivery of biodiversity net gain and the aspiration of Doubling Nature by targeted capital investment in Huntingdonshire's natural assets</p> <ul style="list-style-type: none"> a) Faster investment in configuring land assets, engaging the community in the investment options appraisal process, for biodiversity b) Stimulate other community landowners in Huntingdonshire to deliver similar investment projects to reconfigure their natural assets through a small grants programme. c) Deliver additional social value through a works approach which develops green skills d) Deliver IT tools that support community science to measure biodiversity and mapping of biodiversity now and projected following asset investments
Programme Rationale	<ul style="list-style-type: none"> Mobilise a model of targeted land investment to deliver measure biodiversity net gain, which

	<ul style="list-style-type: none"> can be replicated Build up a bank of demonstration projects to encourage other communities to take similar action, with additionality through pilot stimulation of local community landowners Provides biodiversity interventions in a measured and targeted way with additional social value in delivery, supported by digital citizen science and mapping Provides evidence of potential biodiversity net gain within existing and new community assets, further action encouraged by open mapping and reporting
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Delivery		Benefits		
Inputs	Activities	Outputs	Outcomes	Impacts
RESOURCES <ul style="list-style-type: none"> HDC strategic open space assets Community assets £1,200,000 CPCA capital funding £150,000 CPCA revenue funding HDC project sponsorship and delivery Community engagement 	WHAT THE PROJECT DOES <ul style="list-style-type: none"> Capital spends on professional services to support biodiversity options appraisal, equipment and land asset investment Revenue spends on project management, co-ordination and grant administration Capital spends on IT software and implementation to support social science and biodiversity mapping 	WHAT THE PROJECT PRODUCES <ul style="list-style-type: none"> At least 10 match funded community biodiversity projects Community science platform Mapping platform for biodiversity Model of Practice established Reconfigured land assets for nature 	WHAT THE PROJECT ACHIEVES <ul style="list-style-type: none"> Community action for biodiversity Greater interest and contribution to measured biodiversity gain, social science Measured biodiversity enhancement per £ capital invested Biodiversity Net Gain Influencing further net gain land investment through a tested model 	PROJECT'S CONTRIBUTION TO HIGHER LEVEL GOALS <ul style="list-style-type: none"> Contribution to Doubling Nature target Encouraging other communities to replicate the investment to achieve outcomes Greater biodiversity – measured net gain forecast through land reconfiguration Cleaner and greener environment

Underlying Assumptions	Possible Metrics
That CPCA funds will be available, and agreements put in place to draw funds down; that co-investment, both in cash and kind will be secured; and those suitable projects which deliver the described benefits will come forward to be funded.	<ul style="list-style-type: none"> KEY METRIC: Increase in amount (quality and quantity) of rich wildlife or natural greenspace area Biodiversity change per hectare and £ Number of sites re-configured for nature. Impact on doubling nature Number of community schemes stimulated Number of community science records captured.

ECONOMIC BENEFITS

The projects funded will deliver biodiversity benefits. Biodiversity is a core component of natural capital with multiple effects on social and economic welfare. Biodiversity:

- is core to the ecological condition and quality of ecosystems that support the services provided to people
- directly benefits people through species existence, through nature-based solutions and by enriching other benefits (like nature-based recreation)
- underpins the resilience of ecosystems to shocks and can provide insurance value

Tangible and Non-tangible benefits will include:

- Long-term biodiversity of sites enhanced and protected
- Increased attractiveness of the public realm
- Health and well-being benefits
- Continued development of green skills building on a project already delivered within the Council's recovery programme
- Sharing practical knowledge and information to support other parishes and community organisations to pursue measure biodiversity net gain.

- Delivery of biodiversity projects that will support carbon sequestration and improvement of air quality

DISPLACEMENT AND DEADWEIGHT

The Programme is exploring additional investment in nature and nature-based solutions. An assessment will be made at project level of any deadweight from investments that would have happened over time as part of business as usual (including any ongoing maintenance responsibilities of public bodies).

ECONOMIC COSTS

There will be temporary closure of certain public open spaces as work is undertaken. There is likely to be minimal 'opportunity costs' considering alternative uses of land, as assets are largely existing greenspaces that would be protected for such uses. There may be an intangible cost due to possible misunderstanding regarding changed management regimes that support nature but are considered less cultivated or controlled.

NON-QUANTIFIABLE BENEFITS

The programme will support nature-based projects. These will have a range of benefits beyond biodiversity, including air quality, ecosystem services, and greater access to nature residents. There are corresponding benefits to physical and mental health through access to nature. The projects may deliver habitat change that contributes to flood resilience benefits.

SUMMARY

The project shows a clear link and economic benefit from the strategic objectives of the CPCA (and the council priorities). There are also non-quantifiable benefits arising from the project.

COMMERCIAL CASE

INTRODUCTION

The Programme will be delivered via Huntingdonshire District Council, with elements procured using procurement processes that are compliant with the Combined Authority requirements.

PROCUREMENT OPTIONS

Engage biodiversity assessment expertise. Assessment of biodiversity is an expert activity. It is proposed to partner with a single organisation for the development of a biodiversity assessment and net gain framework. Alternative options have been investigated and tried during the expansion of the Council's pictorial meadows but unfortunately the use of volunteers or an open-source methodology with in-house resource has proven impractical and has not delivered biodiversity baselines or tangible, calculated options for net gain. Engaging a specific inhouse resource is not practical given the associated specialist skill sets required and the time limited nature of the work. Assessment of some land types is seasonal and therefore retention of the expert knowledge in house would not be cost effective.

Extend the use of the model to public and community organisations on a pilot basis. This will be through a grant type application to access the capability to undertake the biodiversity assessment and net gain model developed by the Council. The body awarded the grant will then be responsible for the local engagement to agree the desired improvements and identify ways of delivering them including any funding requirements. The Council will share any knowledge it has to support this process through its own activities.

Redeployment of existing resources to new land management where it is efficient to do so.

Whilst the Council employs staff in both grounds' maintenance, arboriculture, open spaces and countryside management – these staff are already engaged in service delivery. This programme will be undertaken with full consultation and engagement where different land management regimes or practices are employed. However, it is recognised that some changes in equipment, training and additional resources to support a step change in land management for nature may be required. These will be assessed on a project-by-project basis to assess feasibility. Where it is not possible and additional funding to deliver the changes required is not available the identified activities will be stacked within a project pipeline. A project will only be feasible where there is not a net new financial pressure.

Community empowerment. The contribution of friend's groups and volunteers on many sites is invaluable, will continue to work with them when implementing any revisions to site management regimes that benefit biodiversity and encourage and support this approach for the community pilots that are supported by this programme.

DELIVERY OF THE PROJECT

The Programme will be Project Managed by Huntingdonshire District Council. CPCA will be a funding partner. It is expected that the community proposals will come from community groups, parish councils, nature organisations, and landowners.

PROCUREMENT STRATEGY

A grant agreement will be entered into with the Council. Expenditure on projects would need to comply with public sector procurement principles agreed with the CPCA.

WIDER CONSIDERATIONS

None.

FINANCIAL CASE

INTRODUCTION

Financial case based on the Programme's objectives and of a scale to ensure efficiencies and resilience in the programme over the funding period.

APPROACH TO FINANCIAL CASE

The objective of increasing biodiversity on existing assets is not, given the current level of immaturity or lack of natural capital trading markets, able to provide a clear calculation of financial benefits vs costs. Value for money is therefore assessed on the nature of the programme delivery and achievement of strategic objectives.

FINANCIAL OPTIONS ASSESSMENT

The Fund has been designed based on experience of the Council in the initial projects it ran under the environmental recovery programme. As each land asset is different an assumption has been made about the scale of intervention needed to achieve outcomes under each programme element. The procurement of the different elements of the programme will be done using the Council's procurement rules to ensure compliance with value for money.

PROJECT COSTING TABLE

Financial Year		2022-23	2023-24	2024-25
Project Costs	Revenue	50	50	50
	Capital (£'000s)	400	400	400
	Total	450	450	450

Financial Year		2022-23	2023-24	2024-25
Funding Stream	CPCA	450	450	450

PROJECT COST BREAKDOWN TABLE

Theme	2022-23	2023-24	2024-25	Total
Strategic Open Spaces Asset Works	£215,000	£155,000	£155,000	£525,000
IT system for social science				
IT tools for mapping biodiversity now and projected as a result of asset works (Capital)				
Small Capital Grants	£5,000	£55,000	£60,000	£120,000
Asset works using Green Recovery – Jobs and Inclusivity (Social Value) (Capital)	£60,000	£60,000	£60,000	£180,000
Capital for Land Issues/Landscaping	£120,000	£130,000	£125,000	£375,000
Programme Management (Revenue)	£50,000	£50,000	£50,000	£150,000
Total	£450,000	£450,000	£450,000	£1,350,000

AFFORDABILITY ASSESSMENT

The Programme budget is considered sufficient to deliver the outputs. There is a risk factor around the asset improvement works and external costs, given the variability between sites. However, as the programme is likely to be over-subscribed in terms of potential projects there will be flexibility in programme management to contain costs.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

A regular claim/payment schedule will be agreed with the Council. Revenue funding will be through an annual grant.

MANAGEMENT CASE

INTRODUCTION

Huntingdonshire District Council will provide day-to-day management, with commissioned specialist advice. There will be a Programme Board overseeing the Programme.

PROJECT TIMELINE

From the June decision to approve business case:

• Engagement of Programme Manager	July 2022 onwards
• Appoint Project Co-Ordinator	August 2022
• Commissioning of professional services to develop asset improvement plan and required works – HDC land	July 2022 onwards
• Options appraisal of HDC based projects	November 2022

Delivery Timeline of HDC approved projects

• Development of grant scheme	July 2022 onwards
• Grant application round	October 2022
• Round 1 delivery	March 2023
• Grant application round 2	October 2023
• Round 2 delivery	March 2024

Commission specialist project delivery which includes social value benefit -

• Phase 1	March 2023
• Phase 2	March 2024
• Phase 3	March 2025

Mapping of Biodiversity (Access to HDC Open Space)	June 2023
Mapping of Biodiversity Pilot – HDC wide	July 2024

Biodiversity Assessment of Grass Verges	March 2023
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Feasibility Study Online Tool Community Science for Biodiversity	March 2025
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EXIT STRATEGY

The Programme is designed to test models for investing natural assets and engaging the community in delivery. It is time-limited and will make recommendations on how future projects might be supported.

CHANGE MANAGEMENT

Project will establish a change management process and tolerances that are compatible with the CPCA's 10-point guide and Risk Management Strategy.

PROJECT MANAGEMENT

HDC Team:

- External SRO (Project Assurance) – Manjit Pope (Corporate Programme Delivery Manager)
- External Programme Director (Project Sponsor) – Neil Sloper (Assistant Director Recovery)
- HDC Delivery Manager – Helen Lack
- HDC Project Manager 3 year – TBC Grade E (0.4 FTE)
- HDC Project Support 3 year fixed – TBC Grade C (0.5 FTE)

Programme Board (Internal Team plus):

- Ops Mgr Environment – Matthew Chudley
- Strategic Growth – TBC

Supplemental Service Experts:

Arboricultural Manager – George Allen
Grounds Maintenance Manager – Emma Stannar

Internal Programme Manager: Adrian Cannard, Strategic Planning Manager

Internal SRO: Director of Delivery and Strategy

<div><div>R = Responsible</div><div>A = Accountable</div><div>C = Consulted</div><div>I = Informed</div></div> <div>Organisational Role</div>	Internal Senior Responsible Officer	Internal Programme Director	External SRO	External Programme Director	Prog. Board	Contracted suppliers	
	Decisions/Activities						
	Project initiation	C	A	C	C	I	
	Delivery of the project	I	C	C	R	A	R
Changes to cost and programme	I	C	C	R	A		
Compliance and assurance of operational data	I	I	I	A	I	R	
Evaluation	I	C	I	C	A	R	
Project closure	I	C	C	R	A		

RISK MANAGEMENT STRATEGY

The Project Manager will lead the risk management process with the support of all members of the project team and maintain the Risk Register that will record the identified risks and mitigation processes/actions.

Risks and Opportunities:

Time – the programme funding limits the programme to three years 2022 to 2025. Mitigation: is the programme is building on a good understanding of what has/hasn't worked before and can minimize the inception period

Seasonality – assessment of certain biodiversity needs to be on a seasonal basis. Mitigation: assessments will be undertaken under the community grant funded schemes in years two and three.

Weather – adverse weather may amend delivery timescales for projects to avoid site damage. Mitigation: designed as a multi-year programme to allow for variability.

Advice - Council held liable for advice or support given through the programme. Mitigation: legal responsibilities as landowners remain, and the grant agreements/prospectus will provide clarity on what is in/out of scope.

Competing uses - maximum biodiversity gain may not be a suitable option given the need to balance community access and site enjoyment. Mitigation: programme will assess opportunities for a net increase in biodiversity but also consider other uses.

STAKEHOLDER PLAN

The Council has substantial stakeholder and community links, including through its previous work with communities. It will work with CPCA to engage communities and asset owners. It will also share emerging practice with other councils and relevant other projects funded by the CPCA.

ASSURANCE

Huntingdonshire District Council is a constituent member of the Combined Authority and has its own assurance requirements. An appropriate assurance process will be agreed with CPCA as part the grant agreement.

SUPPLY SIDE CAPACITY AND CAPABILITY

Project development capacity is identified as an issue in the nature sector, whether that is private landowners or environmental organisations. However, this programme includes support around professional capacity and is also looking at opportunities to trial new methods of enhancing and maintaining biodiversity.

KEY CONTRACTUAL AGREEMENTS

CPCA will agree grant conditions with the Council as delivery body.

MONITORING AND EVALUATION

The Project will contribute to an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

The Programme may also deliver towards the outcome monitored under **CPCA performance metric 6: Total Carbon Dioxide Emissions**.

There will be an annual evaluation of effectiveness of the programme management. There will be post completion evaluation of programme outcomes. As the Fund is a demonstrator there will be ongoing evaluation of the impact of the Fund on demonstrating robust investment models (opportunity for a link up with one of the Universities on this).



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Fenland SOIL Business Case

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	July 2022	Draft Business Case	AC
2			
3			

EXECUTIVE SUMMARY

STRATEGIC CASE

The area of Fens within the CPCA area is hugely important economically, socially and environmentally. With its concentration of the highest grade of agricultural land it provides a national role in food production and food security, and a source of local employment and skills. Yet the area is exposed to climate change risks. It already requires extensive water management and flood risk alleviation, both of which will be affected by the increase in wetter winters and hotter, drier summers.

One of the independent Commission on Climate's recommendations was to support work examining the impact of climate change on the Fens and vice versa, through a group that would bring together farmers and academics. The Board implemented that recommendation with revenue to establish a peat soils group in YR 2021/2022.

During 2021 the government amended its approach to greenhouse gas emissions and included emissions from the 'use of land' category into national statistics. Based on existing data on soils the national statistics now show that nearly a third of all carbon emissions in the CPCA area are attributed to the use of land. This underlines the importance of (a) understanding how land is currently managed and its soil conditions; and (b) engaging with the farming industry on adapting to change. The Climate Action Plan sets out actions on these topics.

Fenland SOIL has been set up as an organisation to bring together farmers and academics in line with the recommendations. It is particularly exploring the robustness of information on emissions from land-use, as existing records on the state of peat soils is dated and may not reflect current circumstances. Supporting this activity aligns with the strategic aims of the Combined Authority.

ECONOMIC CASE

The project will deliver:

- (a) Governance and administration support for a strong and robust Fenland SOIL group that draws the farming community, environmental organisations, and academia together to provide the CPCA and the area with a strong 'expert' voice and sounding board.
- (b) Evidence on 'real life' emissions from CPCA peat/wasted peat soils and economic costs of tackling emissions
- (c) Capacity to influence the development of policy, including the Lowland Peat Taskforce's recommendations
- (d) Evidence for business cases to address consequences of a changing climate on the Fens

FINANCIAL CASE

The project will receive £50k per annum of CPCA revenue funding, over the two years to YR 23/24. This will provide surety of funding to enable Fenland SOIL to commit to staff contracts, further develop its capacity, and a basis from which to seek additional contributions from other sources.

COMMERCIAL CASE

A direct award based on the unique and specialist nature of Fenland SOIL. The funding is focused on operational costs of Fenland SOIL, who will be responsible for any recruitment or procurement of services.

MANAGEMENT CASE

Fenland SOIL is a registered company. There will be an annual review of service, evidence of impact, wider community engagement and cost effectiveness.

INTRODUCTION

PROJECT BACKGROUND

The work of the Independent Commission on Climate identified the use and management of land in the Fens as a key issue. Soils, particularly peat or former peat (skirt fen), emit greenhouse gases as organic matter decays. This can be significant for peat soils when the water levels reduce as this exposes organic matter previously held in suspension. The Commission noted that data on the extent of remaining peat soils was based on 1980's surveys and scientific evidence on emissions described varying outcomes. It recommended a "peat committee" be established to bring together local farming interests, academia and environment organisations to investigate these issues. The CPCA Board agreed to fund £50,000 in 2021/22 to support the work of a peat committee. This group was set up and has established itself under the organisation name of Fenland SOIL.



PROJECT SCOPE AND OUTCOMES

The project is to provide revenue funding to enable Fenland SOIL to undertake additional activity in year-end 2022/23 and 23/24. Understanding the impacts of climate change on our agricultural areas and adapting to change is of great importance, given both the scale of our agricultural sector and the potential climate risks for that sector. Geopolitical impacts on food security and resilience have heightened attention on the future of the Fens. Having local experience of those issues through direct engagement with farmers matched with academic support will enable the area to engage in both the national policy response and local actions. Fenland SOIL also draws together significant expertise that will be highly beneficial in support the CPCA's work on the climate and nature theme of the six capitals approach, plus future development of a Local Nature Recovery Strategy.

This project is to provide revenue funding over two years to expand the work of Fenland SOIL, under the following objectives:

Sustainability	Inform and develop whole farm policies to mitigate climate change including encouraging Nature Friendly and Regenerative Practices and enhance biodiversity.
Opportunities	We will use a bottom up approach to generate opportunities for positive change to policy, creating new opportunities for farmers.
Innovation	Helping to find new approaches and techniques that allow the continuation of farming whilst mitigating emissions.
Learning	Help establish agreed figures for GHG emissions from deep, shallow and wasted peat, improve mapping and facilitate

STRATEGIC CASE

INTRODUCTION

The purpose of the strategic case is to demonstrate alignment with local, regional and national policy objectives. Specifically, the strategic case should test the project fit with the CPCA's Sustainable Growth Ambition Statement.

STRATEGIC PRIORITY

The project aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's natural capital objective is:

"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities". The Fens

The CPCA's Climate Action Plan sets out relevant actions to: *complete the mapping of peatland assets; identify operating costs/impacts to shift farming practice to sustainable farming practice; and demonstrate practical projects working with landowners on restoration.* Fenland SOIL are the identified delivery partner able to take forward those actions.

The CPCA's Economic Growth Strategy has a priority objective to *Protect opportunities in our foundation sectors (Education, Health and Care, Retail, Leisure and Agri-food)* and also recognises opportunities in agri-tech as one of our innovation priorities. The Fens, containing a high proportion of the nation's most valued agricultural land, produces 7% of the nation's food, from only 4% of the nation's farmed land. Understanding the future of peat soils is crucial to the Economic strategy.

The Government has set up the Lowland Peat Taskforce to advise on national policy. The Taskforce has publicly welcomed the existence and input of Fenland SOIL into its work.

CASE FOR CHANGE

The future of peat soils is crucial for our economy, landscape and climate. Whilst some research had been undertaken on extent and the future of peat soils there was no single local organisation that was exploring these issues in a Cambridgeshire and Peterborough context. The Fens share some characteristics with other peat areas, but each are different so a national 'one size fits all' policy approach is unlikely to be appropriate. The NFU did a study of the Great Ouse area that demonstrated a national approach was undervaluing the output of agricultural land, which has impacts on funding for flood resilience or other grants.

With the impacts of climate change and concerns over food security there is an urgent need to move forward our understanding of the issues and develop appropriate responses with the local community. For the Combined Authority this topic has direct impact on the delivery of the strategic goals sets out in the Sustainable Growth Ambition.

Fenland SOIL provides expert advice and as a forum for drawing together stakeholders to address these issues. It has leveraged private sector funding and in its first year led a successful bid to Natural England under the Discovery Grant programme.

The do-nothing scenario relies on Fenland SOIL securing annual contributions of similar amounts to the previous year on an ad hoc basis. For an organisation in only its second year of existence this is uncertain, and impacts on its ability to expand its activities, set long term plans, develop its organisational resilience and attract additional funding.

CLIMATE CONSIDERATIONS

The Fens and the peat soils are a fundamental aspect of climate related issues. Based on existing data on soils the national statistics now show that nearly a third of all greenhouse gas emissions in the CPCA area are attributed to the use of land (principally agriculture). Peat soils as key emitters of greenhouse gases are part of the mitigation challenge, as areas vulnerable to flooding and drought they are part of the adaptation challenge, and as key food production areas they are part of the green economy and climate innovation challenge.

The Climate Risk Assessment identified flooding and conversely drought as key risks. The Independent Commission on Climate devoted a chapter of its report to peat issues and made recommendations for action.

SMART OBJECTIVES

1. To facilitate dialogue with farmers on peat issues and climate responses during 22/23 and 23/24
2. Improve the scientific understanding of GHG emissions through establishing a long-term monitoring programme in 22/23
3. To use local farmers knowledge to enhance the landscape mapping of soils (with Cranfield University)
4. To examine and promote nature-based solutions for farmland management
5. To understand the economic and social impacts of mitigation and incentives on farming

SPECIFIC DELIVERABLES/OUTPUTS

With the revenue support Fenland SOIL proposes to deliver the following objectives for YR 22/23:

1. To maintain a project coordinator role, provide media and communications and undertake research
2. To provide local input on potential solutions into the Lowland Peat Taskforce, that will be advising DeFRA and government on future policy
3. To convene regular meetings of farmers, academia, local government and environmental organisations
4. To leverage additional funding that will enable:
 - a) an increase the number of CO₂ Flux Towers that are monitoring emissions from Fens soils and upgrade the existing Flux Towers
 - b) economic and social impacts study

PROJECT OUTCOMES/IMPACTS

That Fenland SOIL is seen as the source of expertise that has informed local and national policy on Cambridgeshire and Peterborough peat and soil issues. That the farming community is fully engaged in the discussions and co-designing potential responses to climate change and biodiversity. That collective local and national understanding of the Fens issues are enhanced and communicated to a wide audience.

1. KEY METRIC: Qualitative assessment of impact of Fenland SOIL's convening and advice role
2. OTHER LINKED METRIC: Increase in amount of rich wildlife habitats and natural greenspace under the Doubling Nature ambition
3. OTHER LINKED METRIC: Identification of land-use opportunities to pilot new approaches to farming and natural capital

DESIGNS

Not applicable

RISKS

Scope risks

1. Budget is insufficient to provide the level of support [Mitigation – the project can draw upon partner resources for technical advice; core budget allows other philanthropic funding to be attracted]
2. Aims of Fenland SOIL are not aligned to CPCA values [Mitigation – Fenland SOIL has constituent councils' representation]
3. Lack of stakeholder engagement [Mitigation – Fenland SOIL has to date attracted a high level of engagement for its Board and its sub-groups]

Operational risks (excluding standard risks such as project management)

1. Single point of contact [Mitigation – the Fenland SOIL coordinator is hosted by an international food production business based in the Fens that provides organisational resilience. The Discovery Grant programme with NIAB provides further resilience.]

Opportunities

1. As peat soil policy is currently being examined by government through the Lowland Peat Taskforce an evidence-based voice from the Fens perspective that draws in many stakeholders provides a strong opportunity to influence national policy and deployment of resources.

CONSTRAINTS

Agricultural policy and funding is undergoing significant change post Brexit as financial support is reorientated to funding 'public goods' in terms of environmental benefit. This creates considerable uncertainty in the market and the effect this might have on land management options.

DEPENDENCIES

In addition to a contribution of £50k of revenue support per annum from the CPCA, Fenland SOIL would seek to find income of an additional £59k from other partner donations and grants.

ECONOMIC CASE

INTRODUCTION

Natural capital is one of the key dimensions of good growth ambition of the CPCA. With the large amount of the nation's best and most versatile land the Fens are an asset crucial to the economy.

The actual and the intangible benefits of a strong local capacity to understand the impacts of climate change on peat soils and farming are significant. Revenue support to Fenland SOIL provides capacity and leverages expertise from farmers, academia, local government and environmental bodies. It also provides a strategic advantage to the Cambridgeshire and Peterborough area for developing and drawing down funding opportunities.

This economic case includes a Logic Model, a Green Book Outcome Profile Tool linked to our Sustainable Growth Ambition Statement and a summary of economic benefits to demonstrate that the project provides value for money.

OPTIONS ASSESSMENT

Do-nothing scenario relies on Fenland SOIL receiving no further funding. It has little legacy to draw upon to attract alternative funding, given its creation a year ago, so there is a high risk that the momentum will be lost. It would have to move to the precarious arrangement of securing contributions on an ad hoc

basis. In contrast providing revenue support to the Fenland SOIL allows it to tackle new activities and grow the opportunities to attract future external funding. It has already demonstrated this approach through the partnership with NIAB on the Discovery Grant.

An alternative option of funding a new post/s within the CPCA was discounted as it failed to offer the additional tangible and non-tangible benefits of the Fenland SOIL organisation being hosted by a large international food business and being regarded in a different manner to a local government organisation. It is also a specialist interest area that the CPCA might struggle to recruit to.

An alternative option of competitively tendering for support was discounted as the existing Fenland SOIL organisation has achieved a high level of local buy-in and understanding amongst the farming interests, has successfully leveraged private sector funding, and has linked up with the key academics who are studying peat issues. The specialist nature of the topic and engagement means that Fenland SOIL demonstrates high added value.

APPRAISAL SUMMARY TABLE

This Business Case has used the Outcome Profile Tool to examine the economic case through the demonstration of fit with the strategic aims of CPCA, and not used the Appraisal Summary Table method.

OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	Climate and Nature	Economic Growth
Other Programme Outcomes (optional)	Climate Action Plan (CPCA) CPCA Vision for Nature; Local Nature Network; emerging LNRS Cambridgeshire Flood Risk Management Strategy	Economic Strategy 2022
Project outcomes	Additional capacity to support peat solutions Peat policy and investment is best for the Fens Increase in on-farm nature-based solutions Evidence-base for calibrating greenhouse gas emissions and policy response	Food production can adapt to climate change Behaviour change that supports a productive sector
Project outputs	Coordinator post Increase in greenhouse gases monitoring Dialogue on peat issues to influence local and national policy Nature-based solutions are evidenced and encouraged	Highlight good practice for farm adaptation Awareness raising of climate impacts on food production
Project measures	Land Area Providing Nature Rich Habitat PNRH Qualitative assessment of stakeholder engagement Total Carbon Dioxide Emissions	Gross Value Added Productivity GVA per Job
Limitations	1.Fenland SOIL plays an enabling/convene role. Delivery of outcomes relies on wider system response.	Timescale for on-farm behaviour change is likely to extend beyond project period.

LOGIC MODEL

EVALUTATION AND MONITORING FRAMEWORK LOGIC MODEL: Fenland SOIL

Policy Context	<ul style="list-style-type: none"> Greenhouse gases emissions from land use are included in the national inventory. Based on 1980's data on soils BEIS calculate that nearly a third of greenhouse gases emissions in Cambridgeshire and Peterborough come from that source only (principally due to the presence of peat soils). The national Committee on Climate Change called for 60% of lowland peatlands to be rewetted or under sustainable agriculture by 2050. The government has set up the Lowland Peat Taskforce to give recommendations. The Fens provide 7% of England's food supply from 4% of the nation's farmed land. 33% of fresh vegetables are grown here. The Fens economic contribution is £3.1bn to GVA. Every agriculture job provides four other jobs in the supply chain. The national Food Strategy sets a policy aim of maintaining current levels of food supply whilst increasing the amount of land used for environmental aims (therefore assuming productivity gains on the best land)
Programme Objectives	<ul style="list-style-type: none"> to provide support for a project coordinator to facilitate and provide opportunities for information exchange and knowledge sharing within and between the farming sector, academia, local authorities, and communities; to improve the scientific knowledge of emissions from peat and other soils; update the understanding of the current extent of peat and wasted peat encourage pilots of adaptative responses attracting additional funds to build the capacity of the organisation;
Programme Rationale	The Fens and their peat and wasted peat soils are very significant in terms of economic output, climate emissions, vulnerability to climate change, and biodiversity. The actual and intangible benefits of a strong local capacity to understand and deliver on these issues are significant. Having a specialist interest group that brings together key stakeholders will enable the area to best respond and influence both national policy and local behaviours. Financial support for Fenland SOIL will enable the organisation to build its capacity to deliver a multi-year programme of activities and to lever in additional investment.

Delivery		Benefits		
Inputs	Activities	Outputs	Outcomes	Impacts
RESOURCES <ul style="list-style-type: none"> Financial, including CPCA investment and fundraising Volunteer time, including from businesses, academia, environmental organisations and others Data from existing monitoring stations Other funded programmes of activity 	WHAT THE PROJECT DOES <ul style="list-style-type: none"> Builds the capacity of the organisation to support farming sector, local authorities and other stakeholders to engage more deeply with the peat soils agenda. Expands the monitoring of peat emissions Investigates new methods of farming Leverages and secures additional investment. 	WHAT THE PROJECT PRODUCES <ul style="list-style-type: none"> A programme of regular facilitated fora, discussions and working groups, where participants can share information and knowledge, and problem solve together. Links across disparate research projects Updated mapping of soils Engagement with national policy development Website information. 	WHAT THE PROJECT ACHIEVES <ul style="list-style-type: none"> Access to expert advice for policy makers, landholders and farmers, and increased knowledge and learning that substantially accelerates the peat soils agenda. Influences the Lowland Peat Taskforce conclusions Accelerated habitat restoration and creation that will help to store carbon. Engagement with key landowners to provide habitat improvement and creation. Enhanced levels of take up of public funding opportunities and DEFRA-led environmental schemes. 	PROJECT'S CONTRIBUTION TO HIGHER LEVEL GOALS <ul style="list-style-type: none"> Climate and Nature: the project is directly aligned with goals to reduce emissions and adapt to the impacts of climate change. Infrastructure: stronger and more robust networks are created within which local stakeholders value and build natural capital together. Innovation: new partnerships and working relationship will be forged, enabling the area to remain a leader in agricultural and food production. Financial and systems: Making 'real' the decisions about agri-environment schemes and how to deliver on the national Food Strategy.

Underlying Assumptions	Metrics
That CPCA funds will be available over the two years; that the policy context remains favourable for the planned work; that additional funding for solutions can be attracted.	<ol style="list-style-type: none"> KEY METRIC: Qualitative assessment of impact of Fenland SOIL's convening and advice role. KEY METRIC: Impact on carbon emissions.

	3. OTHER LINKED METRIC: Identification of land-use opportunities to pilot new approaches to regenerative and sustainable agriculture.
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ECONOMIC BENEFITS

Revenue support from the CPCA safeguards and increases the wide range of benefits as set out in the Logic Model. This is more than just the equivalent of employing a FTE within the CPCA, as it leverages the existing brand, presence and skills of Fenland SOIL and its contributors. It also opens the possibility of the Fenland SOIL bidding for additional alternative sources of grant given its stable position over the next two years.

DISPLACEMENT AND DEADWEIGHT

Not applicable.

ECONOMIC COSTS

Salary costs have been benchmarked against similar positions.

NON-QUANTIFIABLE BENEFITS

There are substantial non-quantifiable benefits and these are set out in the logic model under the Outputs and Outcomes. The CPCA and the area benefit from a proactive group that can support Cambridgeshire and Peterborough's position with regard to government's response to the Lowland Peat Taskforce and take up of agri-environment schemes. Fenland SOIL leverages significant 'goodwill' and voluntary support from all sectors, not just organisations focused on agriculture. Outputs from the project can also inform the forthcoming Local Nature Recovery Strategy.

SUMMARY

Revenue funding to Fenland SOIL is a cost-effective intervention that delivers significant tangible and intangible benefits, in alignment with the strategic priorities of the CPCA and as recommended by the Independent Commission on Climate (incorporated into the Climate Action Plan).

COMMERCIAL CASE

INTRODUCTION

The objective of the commercial case is to set out the commercial objectives and constraints for the project. In this Business Case they mainly relate to procurement of the additional staffing capacity.

PROCUREMENT OPTIONS

The project funding will be a revenue grant to the Fenland SOIL. Staffing, research and other activity will be procured directly by Fenland SOIL.

DELIVERY OF THE PROJECT

CPCA is the funding organisation. The project would be delivered by Fenland SOIL.

PROCUREMENT STRATEGY

This is a direct award to Fenland SOIL. The project coordinator is already in post. Procurement of additional research or capacity will be undertaken by Fenland SOIL.

WIDER CONSIDERATIONS

None.

FINANCIAL CASE

INTRODUCTION

The purpose of the financial case is to assess the financial implications of the options as laid out within the strategic case and consider financial risk. The below is based on the appraisal set out in the Strategic and Economic Cases.

APPROACH TO FINANCIAL CASE

Fenland SOIL have estimated future revenue requirements on current spend, new activity, and continuation of the current coordinator post. These have been benchmarked against existing and past spend.

FINANCIAL OPTIONS ASSESSMENT

The proposed Strategic and Economic Cases set out the preferred option to support the operational capacity of Fenland SOIL. It assumes a similar level of other funding as currently received (a mix of local authority and private sector contributions) to maintain existing activity. The preferred option also seeks the additional funding over two years to enhance retention.

PROJECT COSTING TABLE

Financial Year		2022-23	2023-24	2024-25
Project Costs	Revenue	50	50	
	Capital (£'000s)			
	Total	50	50	

Financial Year		2022-23	2023-24	2024-25
Funding Stream	CPCA	50	50	

PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£0.05m	Operating Costs and Management Fees	£0.01m
		Coordinator	£0.03m
		Comms and Engagement	£0.01m
Total Sources	£0.05m	Total Uses	£0.05m

Per annum

AFFORDABILITY ASSESSMENT

The proposed organisational costs are considered appropriately scaled.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

As the revenue funding is for running costs, there will be an annual grant payment, with annual performance review providing suitable breakpoint.

MANAGEMENT CASE

INTRODUCTION

The purpose of management case is to test that robust arrangements are in place to manage the delivery of the project.

PROJECT TIMELINE

1. July 2022 - decision
2. Sept 2022– Fenland SOIL agree two-year outline programme of work.
3. Nov 2022 ongoing - three monthly reports on progress
4. Sept 2023 and following - annual review of project performance

EXIT STRATEGY

The Programme is designed to provide ongoing support to March 2024. Fenland SOIL to develop exit strategy to report back in autumn 2023.

CHANGE MANAGEMENT

Appropriate change management process and tolerances comparable to those set out in the CPCA's 10-point guide and Risk Management Strategy will be agreed.

PROJECT MANAGEMENT

External Project Director: Chair, Fenland SOIL

External Project Manager: Megan Hudson, Co-ordinator, Fenland SOIL

Project Board: Board of Fenland SOIL

Combined Authority Business Case : Fenland SOIL

Internal Project Manager: Adrian Cannard, Strategic Planning Manager

<div><div>R = Responsible</div><div>A = Accountable</div><div>C = Consulted</div><div>I = Informed</div><div>Activities</div></div>	Organisational Role	Internal Director (Senior Responsible Officer)	External Project Director	Internal Project Manager	External Project Manager	FENLAND SOIL Board		
		<i>Project initiation</i>	I	R	A	C	C	
		<i>Delivery of the project</i>	I	R	I	C	A	
		<i>Changes to cost and programme</i>	C	R	A	C	C	
		<i>Compliance with grant agreement</i>	I	I	C	R	A	
		<i>Development of exit strategy</i>	I	R	C	C	A	
		<i>Project closure</i>	I	C	A	R	I	
		<i>[Include more or delete decisions as appropriate]</i>						

RISK MANAGEMENT STRATEGY

Scope risks

- Budget is insufficient to provide the level of support [Mitigation – the project can draw upon partner resources for technical advice; core budget allows other philanthropic funding to be attracted]
- Aims of Fenland SOIL are not aligned to CPCA values [Mitigation – Fenland SOIL has constituent councils representation]
- Lack of stakeholder engagement [Mitigation – Fenland SOIL has to date attracted a high level of engagement for its Board and its sub-groups]

Operational risks (excluding standard risks such as project management)

- Single point of contact [Mitigation – the Fenland SOIL coordinator is hosted by an international food production business based in the Fens that provides organisational resilience. The Discovery Grant programme with NIAB provides further resilience.]

Opportunities

- As peat soil policy is currently being examined by government through the Lowland Peat Taskforce an evidence-based voice from the Fens perspective that draws in many stakeholders provides a strong opportunity to influence national policy and deployment of resources.

STAKEHOLDER PLAN

The current members and working groups can be found here: [Home - Fenland Soil](#)

ASSURANCE

Fenland SOIL is incorporated as a legal entity and an appropriate assurance process will be agreed with CPCA as part the grant agreement. An annual review will be undertaken to next staged payment.

SUPPLY SIDE CAPACITY AND CAPABILITY

None identified.

KEY CONTRACTUAL AGREEMENTS

Grant and service-level agreement with Fenland SOIL and CPCA.

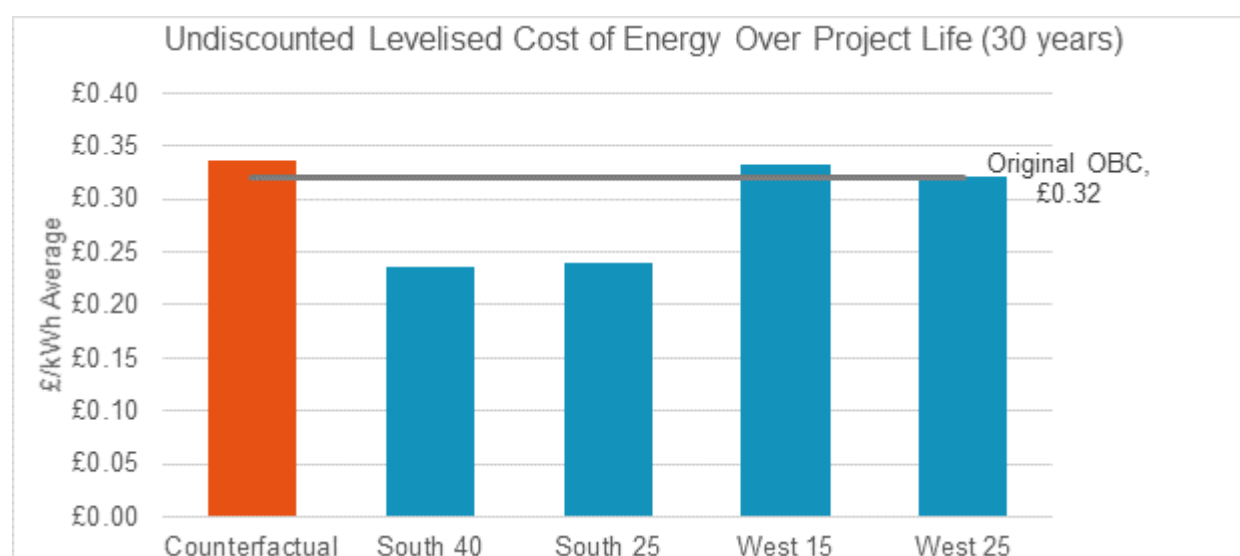
MONITORING AND EVALUATION

There will be an annual review of service that will consider evidence of impact, engagement and cost effectiveness.

27 July Combined Authority Board project update

Waterbeach Renewable Energy Network (WREN)

- Decarbonisation at scale and pace requires us to move the Greater Cambridge Shared Waste Service fleet away from diesel, with significant investment in electric bin lorries and the infrastructure required for charging
- However, there is a constrained electricity grid capacity which requires significant grid reinforcement or innovative renewable energy network solutions
- The WREN business case reviews these options and puts forward the case for a renewable energy network comprising of solar photovoltaic energy generation, battery storage, charging infrastructure and power optimisation
- The initial business case findings show that the renewable energy network option outperforms the grid reinforcement only option when you consider the cost of energy of the project lifespan. This means it is more cost effective to deliver the solar pv, battery storage, charging infrastructure and power optimisation system, than the grid reinforcement options. It also means we are not beholden to long timescales for decarbonisation of the national grid. This innovative project will look to be a blueprint for other Councils and provide charging opportunities for other local public sector organisations.
- The indicative project budget is £4.9m (subject to FBC) with a fixed CPCA contribution (subject to final approval) of £2.7m and the remainder from Cambridge City and South Cambs District Councils.
- The indicative timeline is Full Business Case Development complete Q3 22/23; Project approvals/work contract Q4 22/23; Start on site Q1 23/24; Commissioning/Handover Q3 23/24.
- The project team looks forward to bringing the Final Business Case to the CPCA Board in Oct/Nov 2022.





**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Waterbeach Renewable Energy Network Outline Business Case

Business Case template (optional) to be used as guidance for structuring business cases for the Combined Authority

Version 2: 25 March 2022

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	25 March 2022	Refresh of template based on feedback	Programme Office
2	19 April 2022	Version 1	South Cambridgeshire DC – Alex Snelling-Day
3	8 July 2022	Version 2	South Cambridgeshire DC – Alex Snelling-Day
4	15 July 2022	Final Version	South Cambridgeshire DC – Alex Snelling-Day

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EXECUTIVE SUMMARY

STRATEGIC CASE

Meeting Net Zero by 2050 and Cambridgeshire and Peterborough Combined Authority's Independent Commission on Climate's recommendations requires radical change to how we deliver public sector services. The decarbonisation of the refuse vehicle fleet (the highest contributor to South Cambridgeshire District and Cambridge City Councils' emissions) requires electrification and reinforcement of energy infrastructure.

The WREN project will enable SCDC and Cambridge City Councils to significantly reduce their Scope 1 emissions and showcase renewable energy micro grid deployment. In order to continue their fleet decarbonisation programme to meet the Councils' 2028 and 2030 net zero targets, there is an urgent need for an on-site renewable energy solution to enable charging of electric RCVs. Without the WREN project, SCDC and CCC will be unable to meet the Independent Commission on Climate's key recommendation for the waste sector to "roll out zero carbon collection vehicles" and their own net zero goals.

ECONOMIC CASE

The project team has reviewed a number of conceptual options including relocation, which for a number of reasons has been discounted. The on-site proposal options look at the do minimum /counterfactual of grid reinforcement without renewable energy regeneration, energy storage and power management. With that option, a number of technical alternatives have been sought to use minimal electricity imported from the grid, maximise the electricity generated by the solar pv array and require minimal export of electricity to the grid.

The offset costs of existing fuel costs has been included alongside the different operational costs as well as resilience to fluctuating grid electricity cost changes. The preferred technical option outperforms the counterfactual / do minimum option. This situation is not expected to alter significantly however the full Investment Grade Proposal/Business Case targeted for Q4 22/23 will provide further detail of economic outcomes.

FINANCIAL CASE

With the current business case information, the project total is £5m, with £2.7m requested from CPCA and residual £2.3m from SCDC and Cambridge City Councils' respectively. The business case / Investment Grade Proposal stage is being completed as quickly as possible in order to safeguard against further inflationary and price increases.

COMMERCIAL CASE

The project will be managed client-side by SCDC with the design and delivery team coordinated by Bouygues E&S Limited, procured via the Energy Performances Services contract, established by Cambridgeshire County Council and Partner authorities (including SCDC and Cambridge City)

MANAGEMENT CASE

The project will be managed through SCDC's Transformation: Green to our Core Programme Management:
Programme Management Sponsor: Bode Esan

Project Sponsor: Dave Prinsep
Project Manager: Alex Snelling-Day
Deputy Project Manager: Luke Waddington
Indicative Timeline: Investment Grade Proposal/Full Business Case Development complete Q4 22/23;
build out and commissioning complete Q2 23/24

INTRODUCTION

PROJECT BACKGROUND

The Greater Cambridge Shared Waste Service (GCSWS) for Cambridge City Council and South Cambridgeshire District Council (SCDC) has made a firm policy commitment to decarbonise the fleet of refuse collection vehicles by 2030. Both Cambridge City and SCDC have declared a Climate Emergency, and each has established targets and an Action Plan to reach zero carbon by 2050. A key part of the decarbonisation programme is to replace the fleet of existing diesel RCVs (Refuse Collection Vehicles) as the current stock accounts for 1,800 tonnes of CO₂ per year. The first electric RCV has been in operation since 2020 and the Councils have ordered two further vehicles to be delivered in Q1 and Q2 2022/23.

This is in alignment with the recommendation of the Independent Commission on Climate, established by CPCA, for the waste sector to “roll out zero carbon collection vehicles... aiming for full replacement by 2030.”

The Shared Waste Service operates from Waterbeach Depot, Dickerson Industrial Estate, Cambridge CB5 0PG, off the A10, in between the Cambridge Research Park and Waterbeach Waste Management Park. The local electricity network has insufficient capacity to meet the charging requirements of the Councils’ fleet – the maximum grid capacity will be reached once the two new eRCVS are operational by Q2 2022/23.

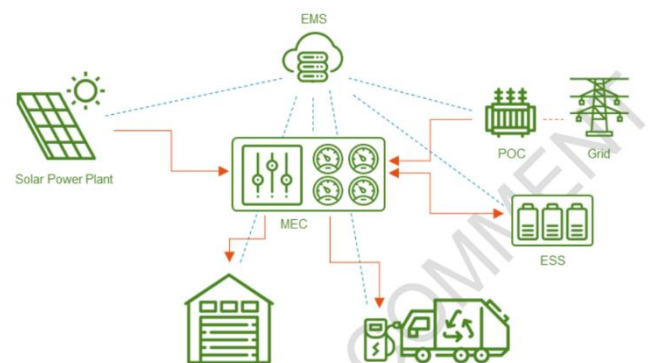
In order to continue the fleet decarbonisation programme to meet the Councils’ 2028 and 2030 net zero targets, there is an urgent need for an on-site renewable energy solution to enable charging of electric RCVs.

PROJECT SCOPE

The project scope is to develop an integrated renewable energy and storage solution to serve the electric Refuse Collection Vehicles (eRCVs) within the overall fleet at Greater Cambridge Shared Waste Service (GCSWS) Depot at Waterbeach.

This includes the implementation of the following:

- Solar Photovoltaic Array 1MWp ground-mounted solar
- Local grid infrastructure including Microgrid energy Centre (MEC)
- Electric Refuse Vehicle chargers (ERVCs), subject to final vehicle specification
- Energy/Power Management system (EMS)
- Energy Storage System (ESS) 1MWh / 500kW
- Mains Point of Connection to the UKPN electricity distribution network (POC)



ABOUT THE BUSINESS CASE

The project team are developing a business case which progresses from the initial optioneering during the concept stage i.e. alternatives to the proposed WREN local grid option, to the development of a Full Investment Grade proposal which tests technical options for delivery against defined performance parameters.

The Investment Grade Proposal / business case development is within three phases:

Development Stage	Description of Work	Target Deliverables	Owner	Acid Tests	Status
IGP S1	To prepare concept designs and define outline quality specifications, qualify critical risks and third-party dependencies, quantify project budgets, prepare milestone construction programmes.	Concept Design Report	Bouygues E&S	Concept design feasibility	Fully Achieved
		Outline Business Case	Bouygues E&S	Project budget established	Fully Achieved
		Permitted Development Opinion	Bouygues E&S	No objections raised by LPA	Partially Achieved
		G99 Budget Application for Connection	Bouygues E&S	G99 Budget Offer received	Deferred
		Draft Leasehold Agreement	GCSW	Leaseholder Agreement draft in place	In Progress
		Risk Register	All	All critical risks qualified / controlled	Fully Achieved
IGP S2	To prepare coordinated design of selected solution and define performance specifications, qualify residual major risks and third-party dependencies, prepare relevant consent applications, prepare procurement plans.	Design Development Report	Bouygues E&S	Developed design feasibility	Not started
		Procurement Plan	Bouygues E&S	Agreed procurement plans	Not started
		Conditions Discharge Application / Non-Material Amendment	Bouygues E&S	CDA / NMA validated	Not started
		G99 Application for Connection	Bouygues E&S	G99 Application validated	Not started
		Finalise Leasehold Agreement	GCSW	Signed Leaseholder Agreement	Not started
		Updated Risk Register	All	All residual risks identified and controlled	Not started

IGP S3	To acquire all relevant statutory and third-party consents / agreements, undertake all relevant procurements and prepare a full Investment Grade Proposal. To prepare a full set of coordinated developed designs (Stage 3).	Investment Grade Proposal	Bouygues E&S	Achieves key success criteria	Not started
		Contractor's Proposal Documents	Bouygues E&S	Acceptable design and build proposals	Not started
		Conditions Discharge Consent / Non-Material Amendment Approval	Bouygues E&S	CDA / NMA Approved	Not started
		G99 Connection Offer	Bouygues E&S	Acceptable G99 offer received	Not started

The business case is focused on Defined Performance Parameters which are the minimum quantitative requirements that must be achieved at the completion of the Investment Grade Proposal. These Defined Performance Parameters are:

- Minimum Average Projected Renewable energy Generation 897,202kWp per annum over the first 15 years of the project's operation
- Minimum Net Present Value of +£521,293 at the 30th anniversary of project commencement date
- Maximum total charges of £5m, excluding any agreed changes to the scope of the project and accounting for the risks and assumptions
- Minimum CO₂e savings of 1104.39 tCO₂e per annum over the first 15 years of the project's operation

STRATEGIC CASE

INTRODUCTION

The project is tested against the CPCA's strategic priorities and Sustainable Growth Ambition Statement, as well as local, regional and national policy alignment.

STRATEGIC PRIORITY

The Cambridgeshire & Peterborough Independent Commission on Climate (CPICC 2021) includes the following recommendation:

Roll-out of zero carbon collection vehicles should start in urban areas, as existing vehicles need replacement, aiming for full replacement by 2030. This will be aided by Government development of a national framework for the procurement of zero carbon collection vehicles, providing information on suppliers who can meet requirements (in the same way it currently has such a framework for diesel vehicles).

This project aligns with the [Sustainable Growth Ambition Statement](#) as it reflects “the increased awareness of the need to protect our environment and the impact our actions are having on the climate.” The project positively contributes to the following dimensions:

- Climate and Nature – address the impact of climate changes and develops a solution to reducing the carbon emissions associated with waste and recycling collection vehicles, given the current refuse collection fleet accounts for 1800 tonnes of Co2 emissions per year
- Infrastructure – showcases an example of a local energy grid to support successful future electrification of key systems and processes, in this instance, waste and recycling collection.

The Waterbeach Depot's local electricity network has insufficient capacity to meet the charging requirements of the Councils' fleet – the grid capacity will be reached once the two new eRCVS are operational by Q2 22/23. There is an urgent need for on-site renewable energy supply to enable charging of electric RCVs and continuation of the fleet decarbonisation program. The Commission's recommendation cannot be met without this project.

The project will benefit the wider CPCA area as the WREN project will provide facilities at Waterbeach which can be accessed by East Cambridgeshire District Council, who currently also use the Waste Treatment Park and vehicle garage services at Waterbeach. The charging facilities will be available to all other Cambridgeshire Councils. Furthermore, lessons learned, and expertise gained by GCSWS will be shared across the region, to assist other Authorities seeking to implement similar schemes.

The purpose of the renewable energy network is to locally generate renewable energy from solar and then 'private wire' it into the GCSWS Depot in order to maximise the use of renewable energy and ensure transparency. The network design will distribute electricity into the Depot from the solar array and form its own microgrid distinct from existing infrastructure across the Dickersons Industrial Estate.

The network will also include a battery storage system so that when electricity is generated at times when we aren't charging it can be retained for use within the Depot i.e. for eRCV charging once collection rounds are finished. Access to the electricity generated is for GCSWS Depot users, as well as local public sector partners as mentioned within the PID, however it is not openly available for other organisations located in the vicinity of the Depot.

CASE FOR CHANGE

The existing 'business as usual' is that the RCV fleet consumes circa 695,000 litres of diesel fuel / year resulting in 1,800 tonnes of CO₂ / year. The long-term goal of the project, all phases, is full replacement of the fleet – this would thus result in total avoided emissions of up to 1,800 tonnes of CO₂ / year. These avoided emissions, Scope 1 for both Councils, would be a major milestone achievement for their climate action goals. From the circa 50 vehicles within the fleet, the project will focus on 35 vehicles transitioning to eRCVs. The other vehicles are likely to require alternative fuel sources as their operations are not suitable for the current eRCVs available.

Both Greater Cambridge Shared Waste Service Councils have made policy commitments which are their key drivers for change to decarbonise their RCV fleet as below:

SCDC (May 2020): "For our estate and operations, over which we have direct control, we aim to deliver a reduction on 2018-19 levels of at least 45% by 2025, and at least 75% by 2030; this includes for our fleet of vehicles, a 50% reduction by 2025 and a 90% reduction by 2030".

Cambridge City (June 2020): "To procure Ultra Low Emission Vehicles (ULEV) when replacing vans and trucks in the Council's fleet (where there is a suitable ULEV alternative, and the infrastructure allows). This could lead to a fully electric van and truck fleet by 2028; Will seek to replace all RCVs with low carbon alternatives (electric or hydrogen) at the point when they are due for replacement".

Both Councils were the first to embark on a RCV fleet replacement program in the CA area. Without the WREN Project, the program will stall due to unavailability of electricity capacity from the local grid to charge the eRCVs. The detailed design will seek to ensure that the generation of renewable energy and the operational deployment reflects the fleet replacement programme as well as the energy demand. There is a committed programme for replacement which can be shared with the CPCA when required.

The following information details the Fleet Replacement Programme for the GCSWS. Please note, the profile over the programme period is subject to change, due to lead-in times for purchase of e-RCV vehicles, change in options available of e-RCVs, and availability of supply of electricity/charging infrastructure (which is the issue that the WREN project is aiming to address).

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Totals
Existing Fleet Replacement (No. vehicles)	1	0	4	6	14	13	3	5	46
New vehicles – to accommodate growth (No. of vehicles)	0	0	1	1	1	0	0	1	3
e-RCVs	1	0	2	2	11	13	3	3	35
Total vehicles replaced pa	1	0	4	7	15	13	3	6	49

Table 1: GCSWS Fleet Replacement Programme, correct July 2022

CLIMATE CONSIDERATIONS

The Independent Climate Commission established by CPCA made a key recommendation for the waste sector (W4) to "roll out zero carbon collection vehicles". The WREN project is fundamental in meeting this regional aim and the net zero goals of SCDC and Cambridge City Council

The RCV fleet consumes circa 695,000 litres of diesel fuel / year resulting in 1,800 tonnes of CO₂ / year. The long-term goal of the project, all phases, is full replacement of the fleet with eRCVs – this would thus result in total avoided emissions of up to 1,800 tonnes of CO₂ / year. These avoided emissions, Scope 1 for both Councils, would be a major milestone achievement for their climate action goals and complying with the recommendations of the ICC regarding fleet decarbonisation.

Using HMT's Greenbook (June 2021) Valuation for Energy Use & Greenhouse Gas Emissions, an estimate of the monetary value of worldwide damage done by carbon dioxide emissions can be reached. Using the factors in tables 1 and 3 of the Greenbook, the carbon value of renewable energy generation associated with WREN has been calculated as £438,768 across the lifetime of the project.

If granted, funding would enable both Councils to reach these emissions goals sooner and so decarbonise further than would otherwise be the case. Should the Councils need to find other sources of funding or divert additional funding to the WREN project, then as a minimum the project would be delayed, and the opportunity for further avoidance of carbon emissions missed.

Diversion of funds may also have the effect of slowing down the acquisition of eRCVs and the overall decarbonisation of the GCSWS refuse vehicle fleet. Given the leading role that GCSWS are playing in this field within the region, acceleration of the WREN project would bring forward these benefits and the wider knowledge sharing by GCSWS, in turn assisting the earlier decarbonisation of refuse fleets elsewhere in the region.

The project will include a biodiversity enhancement plan to maximise opportunities for doubling nature and achieving biodiversity net gain within the site where possible, through grassland habitat enhancement and other biodiversity enhancement measures surrounding the solar PV array site.

SMART OBJECTIVES

1. Discharge Planning Consent conditions and secure any further consents/variations, once scheme design finalised, from the Local Planning Authority by Q4 22/23
2. Agree Heads of Terms draft land leasehold with landowner by Q4 22/23
3. Submit a G99 application to UKPN for grid connection and receive offer/response by Q4 22/23
4. Approval to draw down funding from the committed funds for the residual project costs from Cambridge City and SCDC respectively by Q3 22/23
5. Review and approve a Full Business Case with fully designed local grid solution by Q3 2022 with implementation from Q4 22/23

SPECIFIC DELIVERABLES/OUTPUTS

- Full Business Case / Investment Grade Proposal
- Contractor's Proposal Documents
- Conditions Discharge Consent / Non-Material Amendment Approval
- G99 Connection Offer (UKPN)
- Solar Power Plant 988 kWp / 860 kWAC ground-mounted solar
- Microgrid infrastructure including Microgrid energy Centre (MEC)
- Electric Refuse Vehicle chargers (ERVCs), subject to final vehicle specification
- Power Management system (PMS)
- Energy Storage System (ESS) 1MWh / 500kW
- Mains Point of Connection (POC)
- Operations & Maintenance Plan
- Measurement & Verification Plan – part of the Energy Performance Contract including energy performance guarantees.

PROJECT OUTCOMES/IMPACTS

See attached Project Outcome Profile Tool.

The Defined Performance Parameters for the business case are:

- Minimum Average Projected Renewable energy Generation 897,202kWp per annum over the first 15 years of the project's operation
- Minimum Net Present Value of +£521,293 at the 30th anniversary of project commencement date
- Maximum total charges of £5m, excluding any agreed changes to the scope of the project and accounting for the risks and assumptions
- Minimum CO2e savings of 1104.39 tCO2e per annum over the first 15 years of the project's operation

The key measures of success will be ability to generate the renewable energy generation and deploy energy storage in order to service electricity requirements for 35 eRCVs year-round that achieves the carbon abatement within the funding envelope of £5m and with financial performance for lifecycle cost analysis.

In the medium term the project will enable the significant reduction in carbon emissions from refuse collection function across the Greater Cambridge area and enable the fleet transition to electric RCVs. In the longer term, the project will enable both SCDC and City to achieve their net zero plans and their interim milestones in 2030 and ultimate target of 2050.

The project has been assessed against the CPCA's key metrics:

CPCA criteria	Score from prioritisation assessment	Rationale
GVA	3	Procured contractors has commitments to local sourcing of goods and services during the construction phase and operation/maintenance phase
Climate Change	4	Significant reduction in carbon emissions and enables authorities to meet 2030 and 2050 net zero targets.
Nature	2	Net zero contribution to natural capital. However, opportunities will be sought to enhance in accordance with SCDC Doubling Nature strategy.
Manufactured capital / infrastructure	3	Improve the electrical infrastructure capacity and addresses significant capacity issues across Cambridgeshire.
Human capital / health	2	Improved environmental air quality and reduced noise pollution due to facilitating the transition to electric RCVs.
Human capital / skills	2	Moderate improvement in skill of knowledge for small group of individuals involved in project delivery, operation and maintenance. Opportunity to provide replication workshops to other collection authorities across CA area.
Social capital / inequalities	3	Improvement to public sector delivery of the waste/refuse function resulting in greater service efficiency.
Financial capital / finance and systems	3	Generating electricity on-site will facilitate greater resilience in terms of the supply and cost of energy. The cost of energy will be known across lifespan of project and enable greater resilience against fluctuations in energy prices.

DESIGNS

The overarching concept remains largely unchanged from that originally proposed – the core solution comprises the following key components:

- 1) A ground-mounted solar photovoltaic (PV) array, to be located on a parcel of land to the Northwest of the depot site. This system is to be the main source of renewable electricity
- 2) An Energy Storage System (ESS), to balance electricity generation with site electricity demands
- 3) A Power Management System (PMS), to control distributed energy resources, optimise performance and monitor equipment
- 4) An array of Electric Vehicle Chargers (EVC), to serve the proposed Electric Refuse Collection Vehicle (ERCV) fleet
- 5) Associated electricity distribution, communications and civil infrastructure
- 6) A new / upgraded point of connection to the electricity distribution network

The first phase of detailed design and business case development has offered the opportunity to explore design and technology options to:

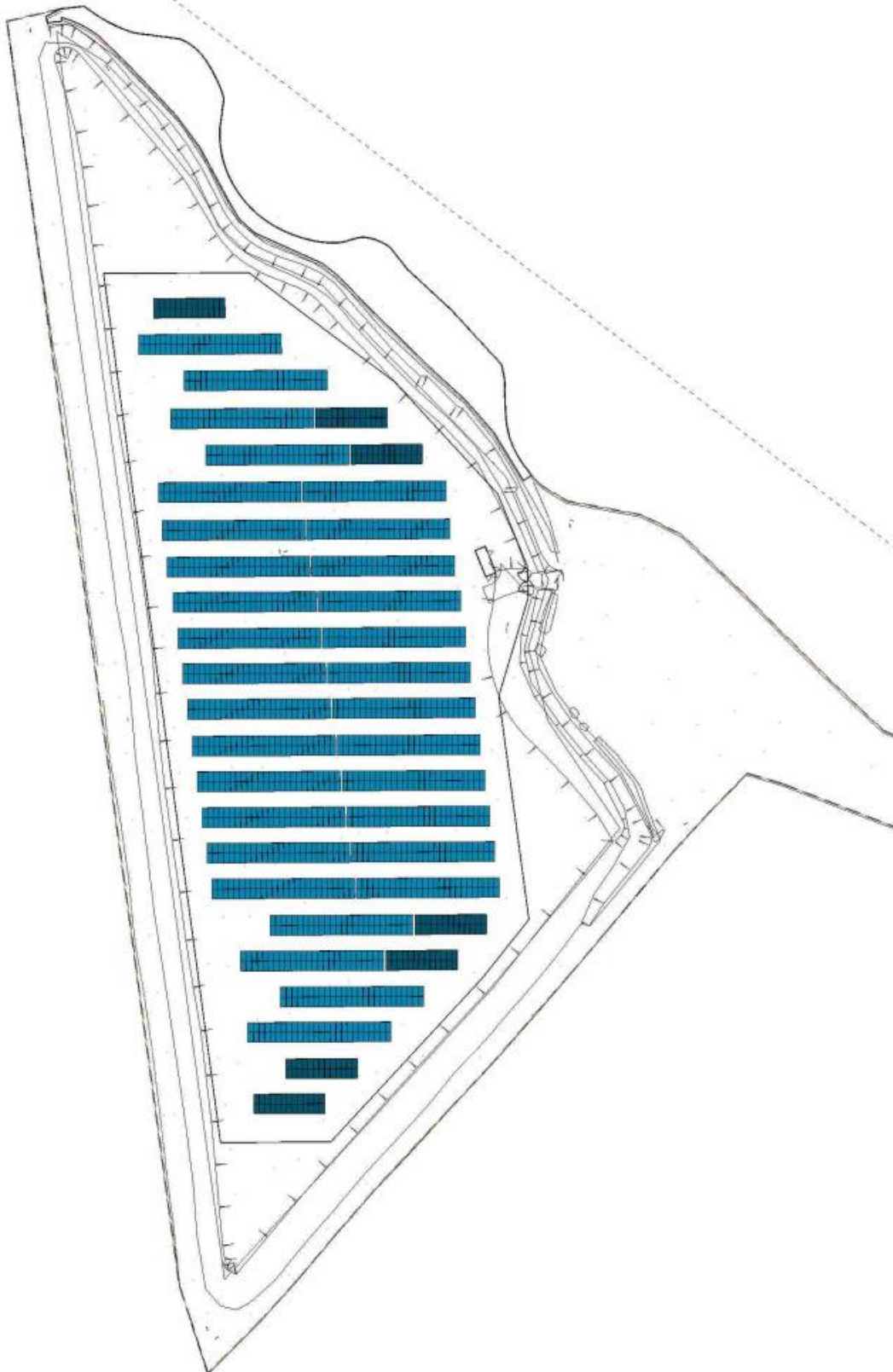
- 1) Maximise the utilisation of renewable electricity generated on site
- 2) Conversely, minimise import of grid-based electricity and critically, peak tariff electricity (notionally, daytime electricity demands)
- 3) Meet 100% of the Electric Refuse Collection Vehicle's demands through both renewable and grid-based electricity
- 4) Accommodate for local electricity network constraints, including both power import and export restrictions
- 5) Establish an economic, safe and operationally feasible layout for the Electric Vehicle Charging infrastructure, contemplating spatial constraints, vehicle transit routes, future site expansion possibilities
- 6) Ability to accommodate future demands and generation sources.

The emerging review of the solar array design options shows that the final design is likely to be a solar pv array south facing with inclination of 40degrees to align with the fleet electricity demand profile:

Table 2 Assessment of electricity production and utilisation of different solar orientations

	South Inc40	South Inc25	West Inc15	West Inc25	West Inc40	Southwest Inc25	Mixed
Electricity produced by units (kWh)	1	2	5	6	7	3	4
Exported electricity (kWh)	2	1	4	6	7	3	5
Imported Electricity (kWh)	1	2	5	6	7	3	4
Revenues – Export (£)	2	1	4	6	7	3	5
Electricity – Import cost (£)	1	2	5	6	7	3	4
Total	7	8	23	30	35	15	22

This option is shown overlayed on to the site map:



RISKS

See attached Risk Register generated at the beginning of the project. Risk Register and Issue Log reviews take place every two weeks.

CONSTRAINTS

The Investment Grade Proposal needs to be completed by Q4 2022/23, subject to approval, delivery will occur Q1 23/24 so that the solar array is operational by Q3 23/24. The design team has been working to the constraint of providing electricity for 35 eRCVS and their associated collection round patterns. The project will need to be delivered while the Depot remains operational. Early construction phase plans are being drafted to ensure a long lead in to finalise buildout that will incorporate the on-going operational needs of the site and service.

DEPENDENCIES

The WREN project is linked to the Fleet Replacement Strategy for GCSWS. Mike Parsons who is part of the operational team overseeing fleet replacement is also part of the WREN Project Team, as the Senior User. Also, our accountant for the GCSWS is part of the WREN Project Team to also provide information pertinent to both WREN project and Fleet Replacement activity.

WREN project is located adjacent to the GCSWS depot at Dickerson Industrial Estate off the A10. The CPCA's A10 Upgrade Project Manager, Robert Jones, has made contact to identify dependencies and sensitivities. Within the A10 Upgrade OBC, the WREN project has been identified as a committed interfacing project. The scheme options are being developed and managed by Cambridgeshire County Council Highways and the team is in contact with SCDC and GCSWS representatives.

The current advertised timeline for A10 Upgrades to start on site is not before 2026 whilst WREN is targeting a buildout to be completed by end of Q2 23/24. The A10 Upgrade team will be in contact with WREN team (and wider GCSWS representatives) regarding road traffic generation and other impacts during construction as well as in operation.

ECONOMIC CASE

In 2020, Cambridgeshire County Council in partnership with SCDC, Cambridge City and other local authorities, an OJEU tender process was completed to establish the Framework Agreement for Energy Performance Services. This process tested value for money from potential providers across the Energy Performance Contracting sector. The tender was awarded to Bouygues E&S Solutions Limited and TESGL Limited (trading as SSE Enterprise Energy Solutions) who demonstrated the best value for money through the tender scoring and evaluation process.

Bouygues E&S solutions is large multi-national organisation operating globally. With that order book value comes the ability to competitively secure goods and services utilising this bulk purchasing power, and knowledge of global supply chain that can help manage inflationary increases. All procurement via Bouygues involves open book and therefore value for money as be checked at granular detail in addition the checks completed throughout the framework/tender process. Benefit Cost Ratios will be included for options within the Full Business Case.

Following presentation of the Investment Grade Proposal / Full Business Case, the costings will be benchmarked against similar projects delivered by the Delivery partner as well as other public sector partners. Whilst the overall project is exemplar, the elements within the network involve established technology and therefore the cost of these components can be checked. The costs will follow those outlined as part of the competitive tendering process undertaken when establishing the framework agreement.

INTRODUCTION

APPROACH TO ECONOMIC CASE

The business case / Investment Grade Proposal has tested 7 technical designs against the counterfactual which is solely grid connection/reinforcement option without renewable energy generation, energy storage or a power management system. A review of the capital cost estimates of the project has been undertaken, to establish any significant shifts in project budget estimates. This exercise is based on a revision to account for evolutions to the project's design, as well as factoring for price and technology movements. The scenarios are based on 30 year project life span with key parameter of returns within 15 years from year 1 of project operation.

Importantly assumptions have been included for price and carbon footprint of electricity from the grid, factoring in decarbonization of the electricity network. The economic case and sensitivity also relies on modeling the electricity demands from actual and up-to-date data from the rounds and data collected from the eRCVs onboard monitoring systems.

In order to compare options, the cost of energy over the lifespan of the project has been shown, which takes in to consideration capex and opex, and reflects cost of grid export energy and cost of energy generated from the solar pv array maximized by energy storage and optimizes by the power management system.

OPTIONS ASSESSMENT

Do Nothing

Without intervention, there will be no means to charge the ordered eRCVs and implement the next stages of the fleet decarbonization (further ordering of vehicles as per the forward plan). The maximum electricity grid capacity will be reached, and with our grid reinforcement, no further export from the grid will be possible. The Do-Nothing scenario would result in the inability to meet net zero / climate action goals including the 2028 (Cambridge City) and 2030 (SCDC) targets. This would show a failure of leadership on net zero and climate action.

Do Minimum

An option to look at solely increasing electricity grid capacity, without renewable energy generation, energy storage or power management, appears to be a 'do minimum' option. However, in reality, seeking an export connection for the capacity required for 35 eRCVs would mean a large upfront capital cost due to the high grid export requirements. The offset from the reduced diesel costs would be overshadowed by the up front capital for the grid connection. For the proposed scheme, all options will be tested against this option, and initial analysis shows that the proposed local grid scheme surpasses this grid connection only option.

Relocation

The relocation scenario has been reviewed and it is highly unlikely that there is another site in Greater Cambridgeshire that meets the operational needs of the waste and recycling operations, has unconstrained electricity capacity, could be operational within the timeframe required to meet net zero targets and could deliver the current co-location benefits.

Firstly, the local electricity distribution network operator, UKPN, is behind schedule with grid upgrades across the whole of the Greater Cambridge area. Therefore, most other locations would be highly

constrained (i.e. no guaranteed capacity at the times when operationally it would be needed for charging) and as the fleet replacement programme progresses would also require the new renewable energy network infrastructure.

Secondly, it is highly unlikely that another location could be found that meets the site requirements and is on brownfield land or outside of designated green belt. Therefore, this would mean very low likelihood of securing planning permission at an alternative location.

Thirdly, and most importantly, the current depot location at Waterbeach provides significant environmental, operational and cost benefits, enabling GCSWS to reduce its overall carbon footprint by minimizing travel cost and time to garage services and treatment facilities. The vehicle parking, cleaning, and charging is co-located adjacent to the waste collection, recycling and treatment operations as well as the vehicle maintenance garage.

Furthermore, there is an opportunity at the current location to explore further deployment of renewable energy sources including feasibility of landfill gas as an energy source, viability of wind energy (subject to planning policy) and expanding the solar PV plant generation capacity.

In summary, the existing Depot location is strategically important and there would be significant disbenefits moving to an alternative location, if one could be found.

APPRAISAL SUMMARY

The key conclusions reached by Bouygues E&S through this first phase of the project are set out below.

- No issues have been identified that would impact the ability to achieve the success criteria for the project
- The capital cost of the project has marginally increased, though the projected revenue has increased by a greater extent, thus balancing / improving the economic outcomes
- Bouygues E&S has been unable to progress in engagement with UK Power Networks. This hence remains as a strategic risk. However, desktop analysis of the local network has aided in understanding local network constraints (There is also now a meeting scheduled with UKPN on 29 June, and G99 application is being prepared)
- There are several decisions and assumptions to clarify with GSCW to verify and validate the proposed solution.

Capital Cost

A basic review of the capital cost estimates of the project has been undertaken, to establish any significant shifts in project budget estimates. This exercise is based on a revision to account for evolutions to the project's design, as well as factoring for price and technology movements.

It is however acknowledged that the design is still in conceptual development and not at a level that permits full cost assessment or tender procurement with prospective suppliers. Hence, this is an estimate, using best available resources, such as recent prices for similar projects, supplier estimates and benchmarks.

The estimated capital cost of the project has generally increased by approximately 9%. Despite design rationalisation and value engineering, significant recent market shifts and increasing inflation have outstripped the benefits.

A further sensitivity analysis exercise has been conducted to establish the potential maximum and minimum capital cost. This is based on anticipated price fluctuations on materials and further evolution of design between the completion of Phase 1 and the Phase 3 tender procurement window. This indicates that the overall project capital cost could decrease by approximately 15% (compared to the updated capital cost), or increase by approximately 15%.

The below bar chart illustrates the prospective anticipated sensitivities in capital cost.



Revenue / Saving Projection

The economic benefit is driven principally through the avoidance of import of grid-based electricity, compared with a counterfactual grid-connected solution. In other words, the power generated by the solar PV array and distributed by the microgrid is used to serve the ERCVs – the counterfactual option is based on a conventional grid-connected solution with no on-site generation, thus the entire electricity demand of ERCVs is met through import from the grid.

The avoidance of cost associated with the grid-based import gradually repays the additional capital and operational costs of the microgrid, compared with the counterfactual.

Consequently, the level of import offset achieved by the microgrid holds a direct relationship with the economic outcome of the project. The higher the offset achieved, the greater the economic benefit and hence, the stronger the business case and vice versa.

In addition, the 'tariff' paid for each unit of grid-based electricity is also of key importance. The higher the tariff, the higher the level of saving through offset avoidance and vice versa. This is of particular relevance given the present rise in tariffs linked to rise in fossil fuel prices, which is likely to continue. In addition, the outcomes of the more detailed simulation modelling has revealed a that the developments taken in design are likely to result in a substantial increase in the level of import offset achieved by the microgrid.

Whereas the original outline business case projected that between ~430MWh and 710MWh of offset would be achieved through the microgrid, the revised model suggests that between 650MWh and 900MWh of offset may be achieved. This is principally driven through refined modelling inputs, increase in energy storage capacities and optimisation of the solar PV design.

The above outputs require further validation through ongoing detailed engineering and design work and thus should not be relied upon at this stage – they are not guaranteed. However, this provides reasonable confidence that the improvement in revenue / saving will outweigh the projected potential increase in the capital cost.

Economic Outcomes

Further work is required to refine the economic outcomes through ongoing detailed design, which will clarify the capital costs. Therefore, economic outcomes will be specified at a later date in a complete business case and IGP, which will be subject to due consideration through the appropriate committee and board processes within both Councils and CPCA.

OUTCOME PROFILE TOOL

Add screenshot from excel

LOGIC MODEL

To be completed

ECONOMIC BENEFITS

The WREN project enables the GCSWS to deliver the following economic benefits:

- Reduced reliance on fossil fuel pricing which is likely to continue to rise
- Reduced reliance on imported grid electricity with pricing also linked to fossil fuel pricing
- On-site renewable energy generation, reduced requirement for to import grid electricity with the initial modelling above showing the cost of energy will be lower for the local grid preferred option

DISPLACEMENT AND DEADWEIGHT

Given the maximum grid capacity having been reached, and the localized need for electricity in the Depot location, the WREN project would not displace benefits from elsewhere. The main rationale is to increase capacity and deliver a new source of energy generating asset. There are no other local energy generating assets that would deliver the capacity required, that could guarantee supply and compete economically with the local grid option.

ECONOMIC COSTS

A full cost analysis will be provided once the business case development is complete showing the high, low and medium options with the 'reference' case taken for the final business case. An open book appraisal of the costs will be provided and evidence of benchmarking against similar schemes will be provided.

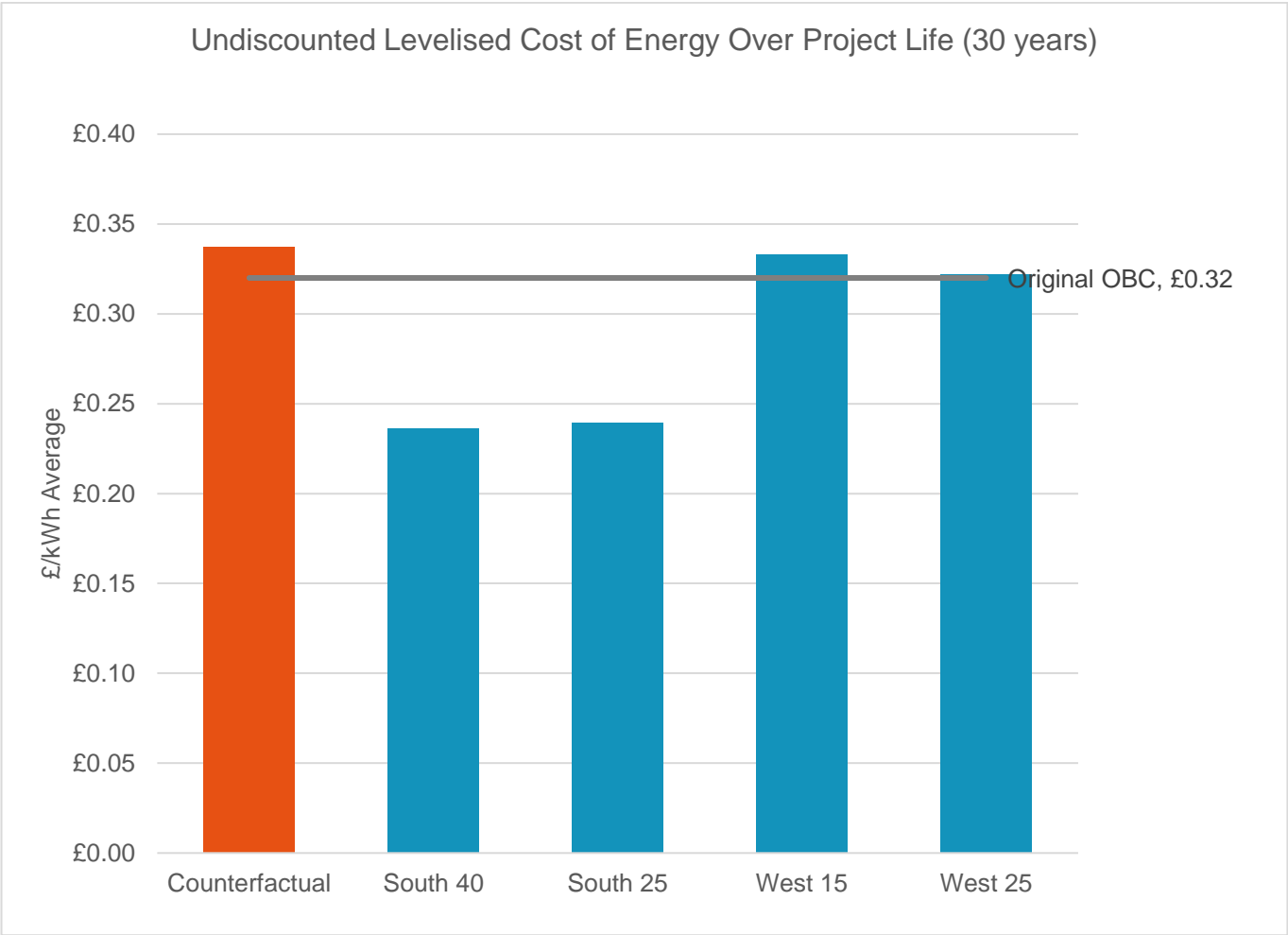
NON-QUANTIFIABLE BENEFITS

These benefits are to be determined however include environmental improvements to the working conditions in and around the Waterbeach Depot in response to increased eRCVs and the resulting reduction in noise and emissions. Additional biodiversity measures such as biodiverse grass and flower species will be provided on the solar PV site adjacent to the Depot, to provide Biodiversity Net Gain in accordance with Greater Cambridge Planning policies. The solar PV site is adjacent to Landbeach Pits Willow Wood County Wildlife Site, and there is an opportunity to further support species at that site through appropriate biodiversity net gain measures at the solar PV site.

There may also be an improvement to the air quality around the Depot location, which although directly a result of the eRCVs, would be curtailed without the WREN project.

In terms of region-wide benefits, the lessons learned and expertise developed within GCSW as a result of the WREN Project will be shared with other Local Authorities in the region to assist their own fleet decarbonisation programmes. There is also potential for the eRCV charging facilities to be used by other Local Authorities in the region that have compatible fleet vehicles. In addition, pressure that would otherwise be placed on the electricity network through a grid connection, would be alleviated through use of the micro grid, relieving capacity on the local network for others to use.

SUMMARY



The graph shows that against the counterfactual, the grid connection/reinforcement option, there are technical options for the local grid that significantly outperform the do minimum/counterfactual option. The local grid option with solar PV array southern orientation and 40degree incline is the best performing option based on the analysis to date.

COMMERCIAL CASE

INTRODUCTION

With global and national goals to reach net zero carbon, this project is attractive for the growing energy services and project delivery sector. With the value of projects in Cambridgeshire alone valued at £Xm, this demonstrates the need for market to deliver these services. The Commercial Case sets out the development and utilisation of the Energy Services and Project Delivery Contracting Framework, established by Cambridgeshire County Council and Partner Authorities (including SCDC and Cambridge City).

PROCUREMENT OPTIONS

The project will be delivered with an established delivery partner consortium who have been pre-selected by Cambridgeshire County Council and Partner Authorities (including SCDC and Cambridge City) via the Cambridgeshire Energy Performance Services Contracting Framework following an OJEU competitive tender selection process. The consortium is led by Bouygues E&S Solutions with TESGL (trading as SSE Enterprise Energy Solutions).

City Council, SCDC and County have delivered previous energy schemes with the delivery partner Bouygues, including several solar Photo Voltaic (PV) projects for the County Council and a major programme for SCDC at the main offices, South Cambs Hall, which includes a solar PV plant and several energy efficiency improvement retrofits.

DELIVERY OF THE PROJECT

The project is collaboration between Cambridge City and SCDC together as the Greater Cambridge Shared Waste Service. SCDC is the lead authority for the shared service operating in the Greater Cambridge area on behalf of SCDC and Cambridge City Council. In addition to initial budget provision (which has come from existing shared service budget) residual funding will be secured from City and SCDC respectively. CPCA will be a funding partner.

Project delivery will be by SCDC, as the Shared Service Lead for GCSWS, using Bouygues E&S Solutions as the Delivery Partner for end-to-end project design, development and delivery. An Operations and Maintenance contract will also be in place for the lifetime of the project and is fully committed to in the on-going budget for GCSWS.

The Client-Side Project Manager will be Alex Snelling-Day from SCDC. Alex is PRINCE2 trained and has experience of developing and delivering energy projects including South Cambs Hall Greening Project. To ensure this project has robust management and direction as well as collaboration from all partners, Dave Prinsep from Cambridge City will be Project Sponsor/Director with Bode Esan, SCDC and GCSWS, as Programme Level Director.

The project team will include senior users and technical managers, including Waste Operations Manager from GCSWS and Corporate Energy Manager from City Council. The project team will also include a programme manager, Chris Bolton, represented from the Combined Authority.

PROCUREMENT STRATEGY

The majority of the project can be procured utilising the aforementioned Energy Services framework, utilising a call off contract 1 and 2 for the investment grade proposal and then the works contracts, respectively. Legal services for review of call off contract 2, utilising JCT form of contracts, will be procured by 3C Legals Lawshare framework.

Both procurement exercises will include requirements to deliver social value in the form of supporting local economy, making subcontracting opportunities available for local businesses, declaring their own carbon reduction initiatives supporting net zero and sustainable policies.

WIDER CONSIDERATIONS

Not applicable

FINANCIAL CASE

INTRODUCTION

The financial case outlines the budget provision to date and the rationale for financial investment at this stage.

APPROACH TO FINANCIAL CASE

There is currently no government allocated funding for pilot schemes or development funding for similar local grid and fleet schemes. Therefore, both SCDC and Cambridge City Council have sought CPCA funding in order to complement their own capital contributions and accelerate development of the WREN project. The development in the Investment Grade Proposal will be completed in the shortest time period possible to avoid impacts from inflation. In additional procurement exercises will be undertaken in a timely way to ensure prices can be locked in. As delivery partner Bouygues are a global operator with worldwide supply chains and are consequently able to advise and take action to manage inflationary risks, and have delivered successful similar projects in the UK and Cambridgeshire. An optimism bias has been factored into the costs with every scenario and option having a high, medium and low cost options.

FINANCIAL OPTIONS ASSESSMENT

The project is on behalf of GCSWS and therefore the respective councils of SCDC and City Council will be providing capital contributions. As this project aims to showcase best practice in local grid infrastructure to accompany fleet decarbonization, and it meets several local strategic objectives, the project has been put forward for CPCA funding.

PROJECT COSTING TABLE

Financial Year		2020-21	2021-22	2022-23	2023-24
Project Costs	Revenue				
	Capital			£3,100,000	£1,900,000
	Total			£3,100,000	£1,900,000

Financial Year		2020-21	2021-22	2022-23	2023-24
Funding Stream	Gainshare			2,000,000	700,000
Medium Term Financial Plan	Approved to spend				
	Subject to approval			2,000,000	700,000

Table 3: Project Costing table showing project costs and CPCA funding information.

Committed Cambridge City and SCDC to Project Budget

After the CPCA capital funding of £2.7m this leaves a residual project cost of £2.3m capital. SCDC, as the lead authority for the shared service, has fully committed the total residual funding in the forward programme and all expenditure will initially be incurred by SCDC. SCDC will be utilising funds from the Renewables Reserve, which is ring-fenced income from business rates paid by owners of

renewable energy projects across the District. CPCA funding is expected to be fixed at £2.7m and SCDC and Cambridge City Council will meet any shortfall.

Upon approval of the costed business case, and funding commitment from the CPCA, a further joint paper will be sent to Members of both SCDC and Cambridge City Council obtaining formal budget approval for Cambridge City Council for their 50% contribution to residual project cost; noting the Combined Authority's contribution to the initiative; and updating SCDC members of the net contribution that they will release for the project from the Renewables Reserve budget. This is planned to take place end Q2 / beginning Q3 2022/23, the project team are targeting meetings dates in September/October 2022.

Land leasehold costs

The land lease costs are in addition to the capital project costs as they relate to existing and on-going lease arrangements. The costs are estimated as £3,000 pa. These costs are fully committed in the forward programme for GCSWS.

WREN Operations and Maintenance Programme

The Full Business Case will include options for the operations and maintenance contract. These costs will be from the committed operations budget for GCSWS.

Fleet Replacement Programme

The costs relating to the fleet replacement are not part of this project. Both councils are fully committed to the fleet replacement programme and have committed funding to an on-going programme which started in 2020/2021. Further information relation to the timeline and costs can be shared when required.

PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£2.7xm	Operating Costs and Management Fees	£(4.85)m
Public sector co-funding	£2.3m	Development Costs	£(0.15)m
Private sector co-funding	£0m	PWLB Interest Paid	£(0)m
Revenue	£0m	PWLB Loan Repayment	£(0)m
PWLB Drawdown for capital costs (if applicable)	£0m	...	
...	£0m	Total Uses	£(5)m
	£0m	Retained Cash Balance	£(0)m
Total Sources	£5m	Total Uses less Retained Cash Balance	£(0)m

AFFORDABILITY ASSESSMENT

To be completed once full business case information provided. However, key point relates to financing mechanism for both Councils. SCDC will be utilizing capital reserves, without borrowing and therefore no constraints regarding cost flow. NPV is being utilized in the business case analysis and is a key performance parameter for the business case.

The project team includes David Hill, the GCSWS Accountant, who will provide commentary of the business case once completed.

MANAGEMENT CASE

INTRODUCTION

The following information shows how the project will be delivered to budget, programme and agreed quality acceptance criteria.

PROJECT TIMELINE

Project 113 Waterbeach Renewable Energy Network WREN													
Headline Activity	21/22				22/23				23/24				
Key Deliverable milestone	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
OBC / IGP Development													
Consents													
Permitted Development (Cert. of Law)													
Pre-Comm Conditions Discharge													
Non-material Amendment													
G99 Budget Application													
G99 Connection agreement													
ANM Feasibility Study													
Leasehold Agreement													
IGP / OBC Deliverables													
Concept Design Report													
Outline Business Case													
Permitted Development Opinion													
G99 Budget Application for Connection													
Draft Leasehold Heads of Terms													
Risk register													
Design Development Report													
Procurement Plan													
Conditions Discharge Application / Non material Amendment													
G99 Application for Connection													
Leasehold Heads of Terms													
Updated Risk Register													
Investment Grade Proposal													
Contractor's Proposal Documents													
Conditions Discharge / Non material Amendment Approval													
G99 Connection Offer													
Draft Leaseholder Agreement													
Capital Build													
Solar Power Plant													
Microgrid Infrastructure including Microgrid energy centre MEC													
Electric Refuse Vehicle chargers													
Energy Management System													
Energy Storage System													
Mains Point of Connection													
Comissioning													
Client Handover													
O & M contract start													

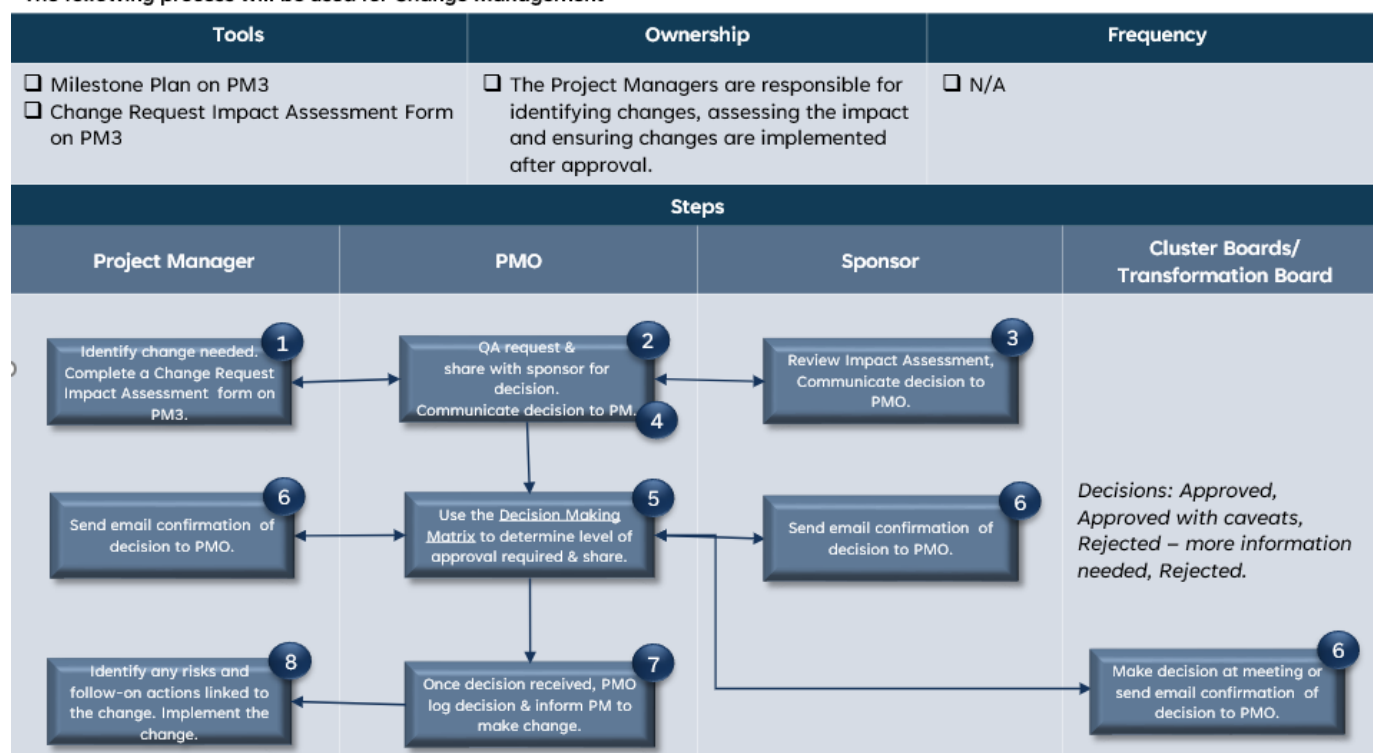
EXIT STRATEGY

The first part of the Exit Strategy is to ensure that the Senior User / End User is part of the Project Team during the initiation, Full business Case and Delivery phases of the project. Principally this will be Mike Parsons, Waste Operations Manager at GCSWS. This will enable visibility throughout from the operational team to help shape the design, avoid unnecessary costs/impacts and ensure that during commissioning and handover there is a well-developed level of knowledge about the technology involved in the project. GCSWS have an existing annual budget for operation and maintenance of the fleet, the new costs for the renewable energy network and the new e-RCVs replace the previous costs and therefore are covered in the existing budget allocation.

The approach to be taken with Bouygues E&S Services will be to follow a Commissioning Method Statement including pre-commissioning checks and notices. Upon satisfactory completion inspections, a handover meeting will be held covering all elements of the project with accompanying documentation. Following build out and commissioning, there will be an Energy Performance Contract in place to ensure the performance of the renewable energy network. There will also be an operations and maintenance plan in place which will ensure end users have access to a dedicated specialist team. Costs associated with this post-commissioning activity have been factored into GCSWS annual budgets and will not form part of the capital project costs and therefore will be wholly funded by GCSWS and not CPCA funding.

CHANGE MANAGEMENT

The following process will be used for Change Management



The tolerances are included in the Decision-Making Matrix:

	Formal Decision-Making			
	Project Manager	Project Sponsor	Cluster Board	Transformation Board
Schedule	Changes to Project Activities.	Approve changes to delivery timeline up to 10%, where no impact to overall project timeline.	Approve changes to delivery timeline up to 20%, where no major impact to overall project timeline.	Approve changes to delivery timeline up to 50%, where there is a major impact to overall project timeline.
Scope	n/a	Approve any changes to project Outputs/Deliverables of up to 10% variance from the delivery of the business objectives.	Approve any changes to project Outputs/Deliverables of up to 20% variance from the delivery of the business objectives.	Approve any changes to project Outputs/Deliverables of up to 50% variance from the delivery of the business objectives.
Cost	Approve any changes up to 5% over agreed budget or up to £5,000 in any financial year.	Approve any changes up to 10% over agreed budget or up to £50,000 in any financial year.	Approve any changes up to 20% over agreed budget or up to £300,000 in any financial year.	Approve any changes up to 50% over agreed budget or up to £500,000 in any financial year.
Benefits	n/a	Approve overall Success Criteria and measures for Projects.	Approve any small changes to overall business case benefits.	Approve any major changes to overall business case benefits.

Any cost changes above 51% of the agreed budget or more than £500,000 in any financial year, with changes impacting the overall scope, timeline, quality and outweighing the benefits of the project business objectives will be escalated to Leadership Team.

PROJECT MANAGEMENT

Programme Sponsor/Director: Bode Esan, GCSWS and SCDC

Project Sponsor/Director: Dave Prinsep, Cambridge City Council

Project Manager: Alex Snelling-Day, SCDC

Supplier: Miles Messenger from Bouygues E&S Solutions

The Waterbeach Renewable Energy Network (WREN) will be administered by SCDC as a “Green to Our Core” (Cluster Project) under the Transformation Programme. The Cluster Board will drive operational delivery by generating a clear focus on project deliverables and making key decisions required to ensure successful project adoption into relevant service areas. The Cluster Board is in turn under the direct supervision and oversight of a Transformation Board.

The Transformation Programme Team is made up of the Management Team (Head of Transformation & Transformation Programme Manager) and a Project Management Office Team (PMO). The PMO govern the project delivery lifecycle and provide portfolio level reporting to the Transformation Board and Leadership Team. The Transformation Board is chaired by SCDC’s Chief Operating Officer, and the Board reports directly to SCDC’s Leadership Team.

The PMO sets, maintains and ensures standards for project management across the organisation, including best practices, project status, efficiency in planning, tracking progress and direction, etc. The PMO Team consists of The PMO Manager, Project Managers, Business Analysts, Interaction Designers and a Project Support Office.

The Transformation Programme utilises a customised Project Management Methodology based on the Prince2 Methodology and is aligned to the Portfolio Project Management Tool PM3.

R = Responsible A = Accountable C = Consulted I = Informed	Organisational Role	Director (Senior Responsible Officer) Bode Esan	Project Director Dave Prinsep	Project Manager Alex Snelling-Day	Consultant Team Miles Messenger - BYES	Project Board	Members Group Steering Committee
Decisions/Activities							
<i>Project initiation</i>		A	A	R	R	C	C
<i>Delivery of the project</i>		A	A	R	R	C	I
<i>Changes to cost and programme (subject to Decision Making Matrix)</i>		A	A	R	R	C	I
<i>Compliance and assurance of operational data</i>		A	A	R	R	C	I
<i>Technical assurance of the content and quality of data throughout the life of the project</i>		A	A	R	R	C	I
<i>Content and quality of information data on a day to day basis</i>				R	R	C	
<i>Project closure</i>		A	A	R	R	C	I

STAKEHOLDER PLAN

Stakeholder Analysis			
Role & Name	Power/Influence (High or Low)	Interest/Impact (High or Low)	Engagement
Project Manager	High	High	Project Board Project Team Meetings Green to Our Core Cluster Board GCSWS Steering Group
Combined Authority	High	High	Project Board Performance and Risk Committee Monthly Highlight and Finance Reporting
Greater Cambridge Shared Waste Service Steering Committee (Members and Senior Officers)	High	High	Updates to/Project Manager to attend GCSWS Steering Committee
SCDC Members	High	High	Climate & Environment Advisory Committee
Landlord – Alboro Development	High	Interest High	Update via established Liaison Meeting and further special meetings where required.
Waterbeach Parish Council	Low	High	Pre-construction and during construction re impacts

AMEY/Waterbeach Community Liaison Group Members ¹	Low	High	Attend / give updates at established Forum. Maintain clear communication channel.
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Communications Plan

Meeting & Purpose	Delivery method	Owner/ communicator	Frequency	Audience/Stakeholders
Project Team	IRL / Teams	Project Manager	Bi-weekly	Project Manager Project Team Members Senior Users Project Support Consultancy Team Representatives
Project Board	IRL/ Teams	Project Manager	Monthly	Project Team (as above) Project Sponsor
Combined Authority		Project Manager	Monthly	Highlight and Finance Reporting
Green to Our Core Cluster Board	IRL/ Teams	Project Manager	Monthly	Cluster Board – Programme Level Director
Transformation Board	IRL/ Teams	Programme /Project Directors supported by Project Manager	Monthly	SCDC Leadership Team
SCDC Leadership Team	IRL/ Teams	Programme/Project Directors/ Manager	Monthly	SCDC Leadership Team
SCDC Climate and Environment Advisory Committee (CEAC)	IRL/ Teams / Public Meeting	Project Manager	Quarterly	Elected South Cambs Members
Greater Cambridge Shared Waste Steering Committee	IRL / Teams	Programme / Project Directors / Manager		Elected Member representatives from City and SCDC alongside senior leadership officers from City and South Cambs.
CPCA Board and Committees	IRL / Teams	Project Director / Manager	As directed by CPCA	CPCA

¹ The proposed solar PV project in Waterbeach will be located adjacent to an existing Waste Treatment Park, operated by Amey. The waste park has an established local community engagement forum, the Waterbeach Community Liaison Group (CLG) which meets regularly to discuss topics of interest. The meetings are organised by Amey.

ASSURANCE

The project will follow SCDC project assurance processes, including review of the business case information provided by third party/independent party.

SUPPLY SIDE CAPACITY AND CAPABILITY

None

KEY CONTRACTUAL AGREEMENTS

Consent Required	Authority	Stage Required	Responsible Organisation	Description	Risk of Refusal	Status	Action
Permitted Development (Cert. of Law)	Greater Cambridge Shared Planning	2	Bouygues E&S	Required for the works within the depot site to verify compliance with the GDPO.	Low	Preparation	TBC
Pre-Comm. Conditions Discharge	Greater Cambridge Shared Planning	3	Bouygues E&S	Solar farm planning consent includes conditions that must be discharged.	Low	Preparation	TBC
Section 73 Application	Greater Cambridge Shared Planning	3	Bouygues E&S	Required to accommodate for the changes to the originally consented solar farm.	Low	Preparation	TBC
G99 Budget Application (no longer required)	UK Power Networks	N/A	N/A	N/A	N/A	N/A	N/A
G99 Connection Agreement	UK Power Networks	3	Bouygues E&S	For the connection of the microgrid to the Distribution Network	High	Preparation	TBC
ANM Feasibility Study (no longer required)	UK Power Networks	N/A	N/A	N/A	N/A	N/A	N/A
Leasehold Agreement	Alboro Developments	3	GCSW	TBC	TBC	TBC	TBC

In addition, the design and delivery by Bouygues is subject to Call Off Contract 1 and a Call Off Contract 2. CoC1 is currently in place for the delivery of the Investment Grade Proposal and CoC2 will be drafted for close in Q4 22/23 following successful completion and approval of the final business case.

MONITORING AND EVALUATION

Benefits Realisation Plan will be developed, as set out by SCDC PMO. In addition, the project will use a logic model, as outlined by CPCA, after the project is initiated.

An integrate part of the plan will be the Defined Performance Parameters which are set out in the Full Business Case (Investment Grade Proposal). This is a key part of the Energy Performance Contract with the delivery partners. To evaluate performance against the parameters an Annual Monitoring Report is produced by the Delivery Partner. The Benefits Realisation Plan will also include measuring impact of the project on our GHG reporting and carbon footprint for both SCDC and Cambridge City Council.

The plan will measure against the 6 capitals scoring

The Benefits Realisation Team at SCDC will have oversight and responsibility for checking the evaluation is completed. The Project Manager is responsible for checking the Defined Performance Parameters are maintained or improved through the project delivery with the Senior User once the solution is commissioned. Bouygues E&S Solutions will Measurement and Verification Team will undertake the Annual Monitoring Reports.

The project is delivered with an Energy Performance Contract (EPC). In the Investment Grade Proposals, equivalent to Full Business Case, will include Key Performance Outcomes which will form the EPC:

- Project Maximum Capital Cost (£)
- Maximum Payback Period (years)
- Renewable Energy Generation (kWh/yr)
- Carbon Emissions Saving (TCO₂/yr)
- Minimum Savings Guarantee (kWh/yr)

The following process will be used to identify, capture and manage Benefits that pertain to programme and project delivery.

Tools		Ownership	Frequency
<ul style="list-style-type: none"> • Benefits Realisation & Transition Plan • Business Case • Project Initiation Document (PID) 		<ul style="list-style-type: none"> • The Project Manager for the lifecycle of the project • The Senior User for the project • Benefits Realisation resource • Policy & Performance 	<ul style="list-style-type: none"> • Throughout the duration of the project • Benefit Realisation review after project closure
Definition & Types		Process	
A Benefit is a positive and measurable impact of change.		Define	High level discussions around project benefits are documented in the business case by the project manager & senior user.
Benefits Management is the identification, definition, planning, tracking and realisation of benefits.		Initiation & Planning	All known benefits (incl. measures and targets) are identified and signed-off by the project manager and senior user alongside Policy & Performance. The project manager and senior user start to populate the Benefits Realisation & Transition Plan for unknown benefits and conversations around targets & measures commence and are documented here.
Benefits Realisation is the process for the identification, definition, tracking, realisation and optimisation of benefits ensuring that potential benefits arising from a programme of change are actually realised.		Delivery (Execution/Monitoring & Control)	This goes on for the rest of the project lifecycle.
Global Benefits	Local Benefits	Close	

Benefits that will be delivered through multiple current or future projects. Closely aligned to strategic objectives.	Benefits that are likely to be specific to one or a very small number of projects. Less closely aligned to strategic objectives.	Benefits Realisation	The project manager and senior user alongside Policy & Performance, complete and sign off the Benefits Realisation & Transition Plan, with active involvement from the stakeholders who are the benefit recipients. Once targets & measurements have been agreed by Policy & Performance, the project manager & the senior user, benefits will monitored and reported on by Policy & Performance on PM3. Targets & measurements cannot be changed without all 3 parties in agreement.
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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.3

Shared Prosperity Fund Investment Plan

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 July 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Steve Clarke, Senior Responsible Officer for Local Growth Funds, Market Insight & Evaluation
Key decision:	Yes
Forward Plan ref:	KD2022/010
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the final draft Cambridgeshire and Peterborough Local Investment Plan.b) Delegate authority to the Chief Executive Officer in consultation with the Chief Finance Officer and Monitoring Officer to make minor final refinements to the Local Investment Plan and to submit that final version to the Department for Levelling Up, Housing and Communities before the 1st August 2022 deadline.c) Delegate authority to Chief Executive Officer in consultation with the Chief Finance Officer and Monitoring Officer to make amendments to the Local Investment plan based on any feedback from the Department for Levelling Up, Housing and Communities and after consultation with the Cambridgeshire Public Service Board.
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 This paper presents the final draft of the UK Shared Prosperity Fund (SPF) Local Investment Plan for Cambridgeshire and Peterborough to the Combined Authority for approval.
- 1.2 It also outlines the collective process by which the UK Shared Prosperity Fund (SPF) Local Investment Plan for Cambridgeshire and Peterborough was developed to secure the indicative allocation being offered by Government.
- 1.3 The list of final projects to be included within the Local Investment Plan (LIP) is provided with this report.
- 1.4 The paper seeks delegated authority from the Combined Authority Board for Officers to complete minor drafting refinements to the Investment Plan and to submit the plan with supporting documents to Department for Levelling Up, Housing and Communities (DLUHC)
- 1.5 The report also outlines the next steps after the Local Investment Plan is submitted and approved to develop arrangements to manage delivery of the funding to projects.

2. Background

- 2.1 The Shared Prosperity Fund (SPF) succeeds EU structural funds. The government's intention is to support the Levelling Up policy agenda through the mechanism of a fund which they wish to see being less bureaucratic than EU funding. In totality it provides £2.6 billion nationally over the period to March 2025. All areas of the UK will receive an allocation from the fund via a funding formula which it is promised will recognise pockets of deprivation in better-off areas, as well as wider need.
- 2.2 It should be noted that the SPF is not a like for like replacement for European Structural Investment Funds which were managed over larger geographies with different priority areas of focus, had larger amounts of capital available plus other requirements such as mandatory match funding.
- 2.2 On 13 April 2022 the Government launched the UKSPF prospectus, full guidance and announced details of the indicative allocations for all areas of the UK. All lower tier Local Authorities have been offered an indicative allocation apart from Combined Authority (CA) areas where a combined allocation across the constituent authorities is offered. For Cambridgeshire and Peterborough Combined Authority (CPCA) the indicative allocation is shown below which includes Core SPF focussing on three pillars of Communities and Place, Local Business, and People and Skills. The Multiply element is focussed entirely on Adult Numeracy:

Combined authority	UKSPF core	Multiply	Total
Cambridgeshire and Peterborough	£9,872,624	£3,999,186	£13,871,811

- 2.3 SPF Funding will taper in from late 2022-23. Nationally, the peak allocation will be in year 3,

reaching £1.5bn by 2024-25 when it will match to previous levels of EU funds on annual basis. This reflects the fact that one of the scheme's three priority areas for funding, people and skills is not due to commence until year three of the funding programme.

- 2.4 The prospectus, indicative allocations and guidance can be found at:
<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus>
- 2.5 The funding is a mixture of revenue and capital with the capital component increasing over the first 3 years as a minimum element in the allocations in England, this minimum level of Capital spend in each year is 10% in year one, 13% in year 2 and 20% in year 3 of the indicative allocation.
- 2.6 To secure the indicative allocation each area has developed a Local Investment Plan (LIP) and this plan must be agreed by Government to release the funding allocation. The Plans need to be based on agreed local strategies, evidenced with clear impacts and outcomes and the CPCA will be accountable for providing assurance over the use of the funds and for reporting progress on impacts achieved through funding. The government's target outcomes for the Fund are set out in the Prospectus and launch Guidance.
- 2.7 The government is placing an emphasis on projects that have early visible impact in the first two years, and the first two pillars listed above are only being funded in the first two years, the People and Skills pillar not starting until year 3.
- 2.8 The Local Investment Plan for the core SPF must be submitted online during the window of 30th June until 1st August 2022 along with required supporting documentation, and the first year's payment to the CPCA is expected in October 2022 once the LIP has been approved by DLUHC.
- 2.9 The Cambridgeshire and Peterborough Investment Plan for the Multiply SPF element was submitted by the 30th June 2022 deadline and was reported previously to Combined Authority Board in June.

Development of the Core UKSPF Local Investment Plan (LIP)

- 2.10 The LIP development has been led by the CPCA in its capacity as the Lead Authority as designated by DLUHC, but to ensure that there was a collaborative and collective focus the Cambridgeshire Public Service Board (CPSB) was engaged as an existing group that represents all the key local stakeholders required to develop and agree the LIP for the SPF, being a non-political, operationally focused partnership board.
- 2.11 The CPSB have fulfilled the consultative support function, acting in the capacity of the SPF Partnership Board role, covering the adoption or creation of a partnership board to support development and oversight of local SPF as advised in the published guidance for Lead Authorities.
- 2.12 In common with other MCAs and, in the spirit of the CPCA agreed purpose statement around the importance of collective leadership acting for the whole CPCA geography, the Local Authorities and Public Sector partners via the CPSB have been working together on the priorities within the Local Investment Plan (LIP) that will deliver the greatest social and economic returns for our area.

- 2.13 The process for collating projects from the CPSB organisations was developed and this was completed via a series of excel documents designed to capture the key project information for proposed interventions and the challenges/opportunities those projects are addressing in each of the 3 pillars within UKSPF.
- 2.14 In parallel it was agreed at the CPSB meeting on 27th April that the CPCA would develop and propose into the Investment Plan Cambridgeshire and Peterborough areawide People and Skills projects that were strategically focussed to deliver against some of the key recommendations in the Cambridgeshire and Peterborough Employment and Skills Strategy but directed to deliver on a needs-based approach where there is the greatest inequality across the CPCA.
- 2.15 CPCA Officers have co-ordinated the collation of all project data returned from this process and conducted analysis and challenge across all the proposed projects. Analysis has also been undertaken by the Cambridgeshire Clinical Commissioning Group on Health priorities, also the Police and Crime Commissioners office on Community Safety priorities plus the CPCA Evaluation Team on the six capitals from the Sustainable Growth Statement.
- 2.16 The CPSB discussed the initial and then the final list of projects including those put forward by the CPCA at its meetings on 25 May and 15 June to affirm and agree the final list within each pillar, and to also consider how the strategic area wide projects fit across all Districts from the funding share.
- 2.17 The final full list of projects and Interventions confirmed into the Local Investment Plan are included with this paper at Appendix 1, The range of interventions cover a wide range of themes and currently break down into the following number of proposed projects within each pillar:

25 projects in Communities and Place
16 projects in Local Business
4 projects in People and Skills

The analysis of all the projects against Health priorities, Community Safety priorities and Six Capitals can also be seen in Appendix 1.

- 2.18 The three all area People and Skills projects starting in year 3 (2024-25) will be coordinated by the CPCA Skills team working with all Local Authority Skills Leads over the next 18 months. Needs based analysis will be utilised to inform the design of projects, the delivery mechanism and deployment on the ground, the targeting of outputs which factors the potential added costs of achieving same output/outcome in different parts of the geography, to ensure the projects deliver the impact where there is highest need and inequality within the Combined Authority's whole geography.

3. Approval of the Plan and Submission – Next steps

- 3.1 The final list of projects in each pillar has been agreed in discussion with the CPSB and the drafting of narrative required in the Local Investment Plan has been completed by CPCA Officers being supported by Metro Dynamics in this task.

- 3.2 The detail on the projects proposed was also a collective input into the Local Investment Plan by all the Local Authority Chief Executives and their Economic Development Managers or Officers.
- 3.3 The CPSB has been consulted throughout in its role as the Partnership Board for the oversight of the SPF. The CPSB has approved and supports the final drafted Local Investment Plan.
- 3.4 All MP's and their constituency teams were briefed on the SPF Local Investment Plan on 1 July and their feedback taken on board.
- 3.5 The draft LIP has been shared and noted at both Skills Committee and Business Board during early July and included feedback from those Members in the attached at Appendix 2 which is the final draft of the Investment Plan.
- 3.7 The Combined Authority Board is asked to approve the final draft of UK Shared Prosperity Fund (SPF) Local Investment Plan for Cambridgeshire and Peterborough as attached to this report at Appendix 2.
- 3.6 The window for submitting completed Local Investment Plans online to Department for Levelling Up, Housing and Communities (DLUHC) opens on 30 June and closes on 1 August 2022.
- 3.7 CPCA Officers plan to submit the approved plan directly after this Combined Authority Board and the Combined Authority Board is asked to delegate authority to Officers to make any final editing refinements to the plan including any feedback from the Members at the Board Meeting on 27 July 2022.
- 3.8 Approval decision by DLUHC for the Local Investment Plans is expected to be given during September or October with payment of first years allocated budget paid to the Combined Authority in October.
- 3.9 The CPCA will work with the Local Authorities and proposed project delivery organisations before October to look at most efficient delivery arrangements and as the Lead Authority CPCA will determine and issue project contract or funding agreement documentation to enable delivery to begin when funding has been released, this will include the development and approval of appropriate project or business plans, expenditure profiles, risk registers and subsidy control advice. Legal documentation will be required to release funding, this will be provided by the CPCA as part of its support and delivery of the funding for UKSPF.

Significant Implications

3. Financial Implications

- 3.1 DLUHC has already paid the Combined Authority a £40k one off payment which is for Lead Authorities to support the development of their Local Investment Plans, this funding is currently being utilised to pay for writing support from Metro Dynamics on creating the Investment Plan and supporting documents ready for submission.

- 3.2 The allocations of UK Shared Prosperity Funding are all indicative and will not be fully secured and paid until all elements of the Local Investment Plan are fully approved by DLUHC.
- 3.3 The indicative allocation also includes 4% management fee which Lead Authorities can use in managing the programme including funding agreements, contracts, reporting to DLUHC and monitoring across the 3 years, for the CPCA this would equate to £394,905.

4. Legal Implications

- 4.1 Once the Local Investment Plan all formally agreed by DLUHC the allocation of funds will be legally covered by a grant agreement between DLUHC and the CPCA.
- 4.2 The CPCA will utilise its grant funding agreements or standard contracts to sign with the delivery partners before any claims are paid against the programme.

5. Public Health implications

- 5.1 The draft Local Investment Plan has 3 projects that directly focus only to support health outcomes and 27 projects which have been assessed as contributing to one or more of the Integrated Care Partnership priorities across Cambridgeshire and Peterborough.

6. Environmental and Climate Change Implications

- 6.1 The draft Local Investment Plan has 8 projects being proposed within the plan that have been assessed as contributing towards natural capital priority across Cambridgeshire and Peterborough.

7. Other Significant Implications

- 7.1 The draft Local Investment Plan has proposed projects which contribute towards reducing in-equalities cross Cambridgeshire and Peterborough with 16 projects specifically focussed on social capital outcomes.

8. Appendices

- 8.1 Appendix 1 – Final list of projects in C&P SPF Local Investment Plan
- 8.2 Appendix 2 – Final draft C&P SPF Local Investment Plan

9. Background Papers

- 9.1 [Business Board report 9 May 2022 - Item 2.1](#)
- 9.2 [Skills Committee report 4 July 2022 - Item 2.1](#)
- 9.3 [Business Board report 11 July 2022 - Item 2.3](#)

UKSPF Projects

District	Project	Pillar	Description
Cambridge City	Digital Platform to Build Social and Human Capital in Cambridge	Community & Place	Crowdfunding as a tool to build pride of place by engaging the community in helping those who are risk of homelessness and the homeless to achieve their ambition. Building on the work of Cambridge City Council's Homelessness prevention service which has a track record of using digital innovation to tackle homelessness. The project will provide a platform which offers the functionality for local charities and public services to build a supportive and engaged community around a causes or beneficiaries over time and additional resource to help those at risk of homelessness due to low paid insecure work.
Cambridge City	A Focus on Abbey / Abbey Community Wealth	Community & Place	Cambridge 's Abbey ward was in the most deprived 20% of LSOAs in the country in 2019. The project will pilot a systems approach to community wealth building at neighbourhood level in tandem with physical regeneration and transport investment via One Public Estate approach. Multi-agency and community and voluntary sector and business - social action partnership to develop human and social capital catalysed by opportunities of from the development of new housing, transport infrastructure and community facilities and wider ecoomic growth in area of multiple deprivation.
Cambridge City	Neighbourhood Improvement Feasibility to accelerate delivery	Community & Place	The lack of commercial space in Cambridge is pushing businesses out of the city, leading to poor perceptions of the Cambridge business environment. Many of Cambridge's existing industrial estates are part of local neighbourhoods, contribute to the vibrancy and quality of life, job creation and place making. However, some are not fit for purpose in terms of meeting the needs of new industrial uses, meeting future environmental standards or offering good integration with nearby housing and public spaces. Cambridge City Council has property and landholdings on many of these estates, which provides an opportunity to curate future uses and carry out strategic feasibility work to leverage investment into sites for projects that otherwise would not be commercially viable. We are also owners and stewards of culturally significant buildings in the city which if restored and sensitively developed can offer unique and distinct spaces for business and community use. Subject to the results of feasibility, two of these studies would facilitate delivery within 2-3 years with longer term masterplan looking to deliver within 5-8 years as leases fall although phasing could see some development come forward sooner.
East Cambridgeshire DC	Explore East Cambs	Community & Place	Marketing of East Cambridgeshire as a place to visit and explore
East Cambridgeshire DC	Pride of Place Grant Scheme	Community & Place	To enable Parishes to create local green spaces that local residents are proud of and can access to improve their health and well being.
East Cambridgeshire DC	Sustrans Cycle Route Feasibility Studies	Community & Place	Commission Sustrans to produce 5 route feasibility studies to support funding bids for new cycling routes in East Cambridgeshire.
South Cambridgeshire DC	Develop a South Cambs Brand/Identity	Community & Place	Create a 'South Cambs Brand' . This would involve cost of concept, design and implemenation of signage in prominant locations in South Cambridgeshire. Funding would also include marketing/promoting identity/brand and would include South Cambs promotional video/s, social media promotion etc.
South Cambridgeshire DC	Improving South Cambs High Steets	Community & Place	SCDC would consult with parish councils and residents of our 8 larger High Streets, in partnership with parish councils and community building/village hall committes and land owners implement changes agreed on dependant on consulatation.
South Cambridgeshire DC	Rural Hub Development	Community & Place	In this project we would work closely with parish councils and CambsAcre and local businesses to bring about event types activities within communitis.(for example Arts and Culture, Skills, Environmental events) At the same time ensuring that businesses are invited to trade and can benefit from the increase of visitor numbers. A good example of this is in Northstowe where they run a community run cafe. At the same time they invite a business in to come and trade. Funding would be allocated towards funding costs of events, such as marquee hire, create arts materials, promotion cost etc . Funding allocated towards 6 events (£10,000 per event in areas of greatest deprivation in South Cambs
South Cambridgeshire DC	Community gardens and greenspaces	Community & Place	This project will allow communities in areas of identified need to acquire, design, build and maintain community parks and growing spaces with professional support coordinated community action. Two projects will be supported per year which can deliver high quality greenspace which will enhance civic pride, improve community cohesion and bring measurable health benefits.
South Cambridgeshire DC	Northstowe Community Centre	Community & Place	Financial contribution towards supporting community, business and resident amenities/provision in healthy new town Northstowe. There are two anchor buildings the Council must build for the Enterprise Zone to be successful i.e. they will serve the needs of those employed there as well as the resident community. Ambitious, exemplar and true to our net 0 objectives, these buildings will become lynchpin place-making markers jumpstarting the masterplan and setting the tone, feel and vision for EZ development in its entirety

Fenland DC	Supporting and developing Whittlesey's heritage and community offer	Community & Place	Whittlesey Town Council is developing a heritage centre in Whittlesey. This project is very significant for the town and will support the local visitor economy, learning opportunities for local school children. This project will support some initial fit out for the centre in year 1, as well as the covering staffing costs as well as energy costs in years 2 and 3. This support will lead to a sustainable heritage centre that is self-sufficient after the initial start up years and this supportive funding.
Fenland DC	ASB	Community & Place	Working with Blackfield Creatives, Clarion Housing, Clarion Futures, local schools and the police to develop creative and engaging ways to divert young people from ASB.
Fenland DC	Safer Wisbech - Addressing perceptions of low level crime and ASB in Wisbech	Community & Place	<p>Following public consultation Wisbech has been identified as an area where residents feel 'unsafe' and therefore the Safer Wisbech group has been formed including partners such as Clarion, Cambridgeshire Police, Fenland District Council and Cambridgeshire County Council. Three projects have been identified to work with young people using detached youth work as well as art/culture activities to divert them from ASB. Using these relationships and connections with young people the Safer Wisbech group would work with partners to work with young people over the next three years to develop innovative ways to encourage other young people away from crime and ASB. Working with the Community Safety Partnership we would fund various projects over the next three years to address this issue. Some additional things the group will be looking at over the next three years include:</p> <ul style="list-style-type: none"> > Re-evaluating people's fear of safety after three projects are complete later this year. Funding 3 more projects over the next three years to engage with our communities and divert people from ASB and crime. Engage young people in projects and involve them in design processes. Utilising opportunities for restorative justice working with the police following ASB incidents where property is damaged and allowing community partners opportunities to engage with offenders or perceived offenders of ASB and low-level crime. Built in budget to act on engagements – e.g. funding for our young people to highlight gaps in provisions and help set something up.
Fenland DC	Amplifying Community Arts and Culture	Community & Place	The local creative and culture steering group would utilise the funding to engage local creative providers to develop more opportunities for the local community to engage in creative activities. This work would include upskilling the creative community with regard to communication and advertising of creative opportunities to ensure activity remains sustainable through an increased number of attendees. Further the project will upskill the creative community with regards to grant funding - both searching for and applying successfully for such funding to further amplify what is available to Fenland's local community. A small capital funding element will be used to purchase necessary assets used for display and performance purposes; these to be available to the creative community across Fenland to facilitate community activities.
Peterborough City Council	Local resilience: flood and climate risks	Community & Place	This proposal seeks to fund the development of an adaptation plan for Peterborough to address the predicted local impacts of climate change, ensuring
Peterborough City Council	Community Carbon Literacy	Community & Place	This project will deliver carbon literacy training to community members to ensure that as many people as possible are equipped to develop carbon reduction projects and communicate effectively on the climate emergency with their network of partners, staff and clients. The carbon literacy training will be offered to schools, businesses, Parish Councils, community groups, charities and public sector organisations. To qualify from the training scheme, participants must pledge to undertake significant actions to reduce carbon emissions. These actions, as well as future actions directed by the increased knowledge in the organisation, will aid the city to become net zero carbon more rapidly than would be achieved otherwise. A pipeline of projects will be developed throughout the city. The funding will be used to employ a member of staff to undertake the training and aid in supporting organisations with advice to deliver upon their pledges. The employee will also support individuals who have completed training to deliver further training within their organisation, multiplying the impact of this funding. The trainer will aim to deliver training to over 1,500 participants. The course will be offered free to participating organisations to encourage city wide participation. A strong pool of participants is expected due to the council's existing relationships within the Peterborough Climate Change Partnership (a group of businesses and other organisations who have pledged to reduce their impact upon the climate), and with Parish Councils, schools and community groups. Additional relationships will be built through promotion of this new opportunity. This work will also build a more in depth knowledge of what individual organisations require in order to deliver carbon reductions, and therefore the council will be in a better position to identify suitable funding and to design future initiatives around this need. Alongside this, close relationships built with organisations across the city will enable community views to direct the council's climate change programme, both through taking participants' suggested ideas and through promotion of the council's consultation and engagement events. It is expected that the training will lead to the delivery of significant carbon reduction projects which impact both the organisation undertaking the training, and the community group or customer which the organisation serves. Therefore it is expected that some projects will decrease the cost of living and improve fuel poverty, possibly through improvements in energy efficiency.

Peterborough City Council	Lincoln Road Regeneration	Community & Place	This is a £2m Towns Fund project to rejuvenate the Public realm in the Millfield area of Peterborough. This element of the project would support the capital infrastructure elements and add additional value by supporting a community art project to create a sense of pride in the local community.
Peterborough City Council	Youth Zone for Peterborough	Community & Place	OnSide Youth Zones aren't youth centres as you may know them. These are inspirational hubs of energy and support packed with state-of-the-art facilities. They're a message to young people that someone really believes in them and has invested in their future. OnSide work in partnership with local authorities, young people, communities and the private sector (including businesses and philanthropists), OnSide puts in place five key foundations to create a new local charity which will go on to support thousands of young people for years to come. Youth Zones are:- Open 7 days a week, Open to all young people, Kitted out with state-of-the-art facilities, Staffed by skilled and dedicated youth workers, Over 20 activities on offer each session, Provide targeted support with an entry fee of 50p.
Huntingdonshire DC	Active Travel Feasibility Studies	Community & Place	Commission to produce up to five route feasibility studies to support future external funding bids for new sustainable travel routes in Huntingdonshire.
Huntingdonshire DC	Ramsey Great Whyte Improvements	Community & Place	HDC have submitted a CPCA LGF bid to deliver the improvements to the Great Whyte in Ramsey a project consisting of two complementary elements that will significantly enhance the overall physical, economic, and social vitality of this section of the Great Whyte including a proposed new Market / Agriculture Produce Hub delivering up to 10 retail units for local producers, retailers and businesses in appropriate dedicated retail space appropriate for twenty first century agri-food producers and delivery of circa 600 m2 public realm improvements wrapping around the Produce Hub. This revenue investment will provide funding for the first three years to promote the facility, to support community development and events and activities.
Huntingdonshire DC	Vibrant Communities	Community & Place	Revenue funding to support events (arts, culture, skills, seasonal & environmental events) in town centres and large villages as part of a wider package of activity to increase up footfall. This is linked to a broader range of capital focussed interventions.
Huntingdonshire DC	Visit Huntingdonshire	Community & Place	Visitor economy promotion to build on increased footfall and tourism achieved through Welcome Back Fund. Potential to include promotion of existing
Huntingdonshire DC	Community based Employment & Skills	Community & Place	Employment & Skills Support engaging economically inactivity via key community nodes, such as food hubs, via housing associations, providing tailored and targeted support, including focus on mental health & wellbeing, volunteering as a route to employment and progression pathways to further develop skills and employment through existing mainstream provision.
CPCA Wide	Scrap It Research Pilot	Community & Place	SCRAP IT is a group set up specifically to tackle Fly Tipping within communities with representatives from all the local councils from Cambridgeshire and Peterborough, as well as the NFU, CLA, Police and the Environment Agency. This group reviews fly tipping activity and shared best practice for enforcement. Each District will be provided with access to a unique research pilot looking at the causes of small scale fly tips in urban environments with the research being carried out by the University of Cambridge as well as signage, barrier tape and monitoring equipment.
District	Project	Pillar	Description
Cambridge City	Business Resilience - small business resilience, productivity and sustainability	Local Business Investment	Provision of 1:1 support to local businesses in our wider service economy, most impacted by COVID and struggling with rise in cost of doing business, to improve productivity and safeguard jobs across the city. Signposting and support to access services provided by Growthworks to increase productivity and uptake of adult education and skills
Cambridge City	Greater Cambridge Visitor Economy / Markets and Tourism Development	Local Business Investment	Developing the Economic and Social Impact of the visitor economy through local markets and visitor economy development and youth enterprise programme to contribute to place making in new communities and city centres and address impacts of decline in international tourism.
Cambridge City	Green Business Grant Programme	Local Business Investment	Grants for Net Zero Planning advice and capital grants continuation to support SMES in Cambridge to reduce carbon emissions and improve productivity by reducing energy costs. Outcomes: Uptake in energy efficiency measures and Carbon reduction.
East Cambridgeshire DC	Business Growth Fund	Local Business Investment	Grants to local businesses to provide support for growth enhancing initiatives, introduce new technologies, support research and development and to enable businesses to become more energy efficient and low carbon.
East Cambridgeshire DC	Local Enterprise Support Scheme	Local Business Investment	Building on the Ely Skills and Employment Hub, in collaboration with the BIPC, create points of access for skills development, apprenticeships and business support at a community level in libraries across East Cambridgeshire. They will provide advice, support and mentoring to existing businesses and those looking to start a business.
South Cambridgeshire DC	Green Business grant programme - net zero accelerator	Local Business Investment	Work has commenced this year with scdc officers engaging with businesses to understand their knowledge and steps that can be taking to reduce their carbon footprint. Many are faced with rising fuel/energy costs concerns and this scheme could help accelerate their move towards carbon net zero by providing match funding to help them on their journey, which will also help by reducing longer term energy bills.

South Cambridgeshire DC	Greater Cambridge Visitor Economy and Markets Development	Local Business Investment	Visitor economy and markets development programme including: Current markets Economic and Social impact assessment and development plan; Start Up and Growth Programme for existing and new Market Traders linked accredited training by the environmental health team, support on carbon reduction and social impact; use of meanwhile space and market stalls as route to market ; marketing and destination promotion to drive footfall and wider tourism development plan.
South Cambridgeshire DC	Grant scheme to support new start-ups	Local Business Investment	Micro/SME make up around 95% of the businesses in South Cambridgeshire. Whilst there is plenty of business advice and practical support for new start-ups in this sector, there is currently a gap in Growth Works funding eligibility criteria to help get these businesses off the ground, which is postcode specific in not supporting CB micro start-ups. This scheme would look to support new start-ups with the view to aligning some businesses with the opportunity to utilise space in Cambourne Hall for 3/6/12 months to help them at the very beginning of their journey. Support would also be available for businesses looking to set up within the retail/hospitality and leisure sectors.
South Cambridgeshire DC	BIPC support for under represented groups	Local Business Investment	Business and IP Centre currently offer services from Cambridge and Peterborough Libraries, and work with neighbouring LA's supporting businesses in Huntingdon, Ely and Wisbech through hubs. They fill additional gaps in support provided by growth works by providing additional vital market intelligence/data and support services to earlier stage new start ups, start ups and SMEs. They have had successes particularly in supporting new start ups in the under represented Female/BAME groups. Working with SCDC Business Support and Development team, this scheme would be to provide in person appointment 1-2-1 support 1-2 days a month from our Cambourne Hall premises culminating to help businesses right from concept to those looking at growth. The funding also encompasses the launch of a 20k grant scheme competition to support 4 new start ups in the female/BAME sector.
Fenland DC	Investment in Business	Local Business Investment	<p>This project will provide access to the appropriate expertise and pump-priming grant funding for Fenland businesses to drive local economic growth, productivity, R&D, energy saving and business innovation to secure access to market opportunities. The project will proactively prioritise sectors that are important drivers for economic growth in Fenland including food processing and its supply chain, distribution and precision engineering sectors, however, there will be no sectoral restrictions for the project. The project will bring together all the best practice learned delivering recent grant based projects. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards. We will seek the involvement of the North Cambridgeshire Place Development Board in assessing grant bids. Moreover, the project also includes providing the administrative support to assist the incipient North Cambridge Place Development Board in putting local business development at the core of its work. The project is designed to deliver on the Council's corporate objective of supporting economic growth and is one of the key workstreams in the Council's refreshed Economic Growth Strategy 2022-2025.</p> <p>This programme responds to the priorities of the SPF through investment in local business; it equips existing Fenland businesses with the business skills, expert advice and grant funding they need for sustainable growth and through this will safeguard jobs and increase employment opportunities across Fenland.</p> <p>The project will support existing businesses with the desire to grow, expand into new and priority markets, create more jobs, increase profitability, competitiveness and productivity, but without the skills and experience to do so. An example of the support provided by the project would be energy saving where the project will support businesses with an advice and support programme tailored to meet the needs of the business. The outcomes for each participating business would be reductions in energy use with corresponding benefits in terms of business efficiency, resilience, viability and growth alongside carbon savings.</p>

Peterborough City Council	Culture Alliance	Local Business Investment	<p>The new Cultural Strategy for Peterborough, developed with partners, is needed to assist growth plans, encourage investment and promote community and economic development. This is a 10-year strategy that will be a live developing piece of work using a micro-site to share the consultation process, emerging recommendations and commissions to date. Peterborough's cultural infrastructure has come a long way in the last decade. The Culture Forum, the multiple examples of independently driven work of creative practitioners, the impact of Peterborough Presents and new National Portfolio organisations working in the city, the audience loyalty for the theatres, music venues and heritage assets are all crucial. Now we need to build a stronger platform for the future: one which promotes the area, helps artists to grow, brings communities together and enables everyone to take part.</p> <p>Collaboration and multiplying leadership that increases reach, profile and impact will be at the heart of attracting investment in the future. Public funders expect to see organisations and practitioners working together. Philanthropic bodies want the maximum impact for their priorities. Private investors, patient or immediate, need results. Working together in a thriving cultural ecology needs robust leadership which can both speak to the area and for Peterborough's creative sectors nationally and internationally. At its plainest: Peterborough needs a collective voice to build investment.</p> <p>Cultural leadership and life are fundamental to the drive to create better connections between people and place and build inclusive communities – whether part of new growth or established settlements – especially as pressure on services, infrastructure and resources looks set to intensify. Culture – celebrating heritage and taking joy in creation - is at the heart of successful neighbourhoods, strengthening those informal and creative networks which bring people together in productive, non-confrontational ways whether to make art (eg singing) for its own sake, or to improve the quality of the environment or to build skills and economic capacity.</p> <p>Involvement in heritage, creativity and culture can be ends in themselves but are also effective ways to support other core outcomes for Peterborough. We have seen in the pandemic how creative endeavour has been invaluable to people's mental health – whether making extraordinary gardens or drawing as a way to cope with loss, isolation and challenge. Peterborough undersells itself culturally, from its magnificent heritage offer to the diverse music or comedy audience – a significant opportunity to grow markets and the visitor economy.CSG propose establishing a Peterborough Cultural Alliance (PCA). This will begin life as a board entrusted with the remit of delivery of the Strategy, embedded in and accountable to a structure of wide and ongoing consultation and inclusion. Those relationships are as important as the board. As set out above, it is crucial that this Alliance learns from the past and does not repeat it. The objective is an effective, inclusive body which provides the structure to strengthen the broad cultural infrastructure of Peterborough and positions the area to maximise both financial input and the quality and range of its cultural life.</p> <p>Building those relationships and the required trust across Peterborough will take time, patience and strategic vision: goodwill will also be an</p>
Peterborough City Council	Peterborough Digital Incubator	Local Business Investment	<p>The Peterborough Digital Incubator would be a virtual programme, delivered online and through the use of facilities such as the ARU Peterborough Living Lab and The Vine, providing much needed support to students, entrepreneurs, and early stage businesses with digital specialisms. It would do this through the provision of networking, events, workshops, seminars, and mentoring designed to increase the business acumen of participants, and support them regarding the continued development of their technical expertise as well as providing mechanisms to improve access to finance.</p> <p>It would also provide a service introducing students with digital expertise into businesses from outside the digital sector in order to assist those students in increasing their employability and finding employment opportunities, as well as increasing the digital literacy of those businesses, assisting them to improve the productivity and competitiveness through the adoption of new products, services, and processes.</p> <p>A virtual incubation programme would be affordable and an opportunity to experiment and learn from different approaches. Swrvice will be adapted following initial learning in order to aid continuous improvement the incubator.</p> <p>The ultimate objective, once a successful track record has been established, is to seek corporate sponsorship and develop a physical space with partners - a targeted and affordable small business incubator focusing on creating a community of practitioners, providing space with wraparound services, mentoring, and investor access, acting as an anchor for emerging specialisms and supporting small businesses through their risky early years.</p>
Huntingdonshire DC	Reaching for net zero implementation	Local Business Investment	<p>Huntingdonshire businesses are increasingly concerned with rising energy costs and the environmental impact of their operations. SMEs require expert support in understanding how they can take steps to reduce their carbon footprint, increase efficiencies and lower their utilities costs. This project will support SMEs with a diagnostic programme delivering knowledge and expertise, a bespoke net zero plan with a capital contribution grant for implementation.</p>

Huntingdonshire DC	Start-up and Entrepreneurship programme	Local Business Investment	There is a gap in the market of current business support for entrepreneurs in pre-start-up and early stage ventures. HDC will implement a programme of intensive series of workshops designed to help candidates through the process, equipping them with the skills and knowledge they need to apply for funding and launch their new business idea. Through interactive sessions, they will learn about everything from developing a business plan to marketing their new venture. With the expert guidance on offer, they will have everything they need to take those first vital steps towards setting up their own business.
Huntingdonshire DC	BIPC support	Local Business Investment	Business and IP Centres across Cambridgeshire and Peterborough Libraries provide vital market intelligence/data and support services to earlier stage new start ups, start ups and SMEs. They have had successes particularly in supporting new start ups in the under represented Female/BAME groups. HDC would seek to support this with a bespoke funding competition to support 4 new start ups in the female/BAME sector.
Huntingdonshire DC	Manufacturing Digitisation	Local Business Investment	Manufacturing is the foundation sector for Hunts economy. This project seeks to improve productivity and efficiencies of local SMEs. Through a partnership with MAKE UK we have a dedicated manufacturing sector workstream to support the digitisation and supply chain development for our local economy. Providing 12 hours free consultancy to provide diagnostic and consultancy advice on integrating new technologies for Industry 4.0. Supply chain resilience and UK centric focus to support volatility in global supply chains post Brexit and pandemic.
District	Project	Pillar	Description
Cambridge City	Region of Learning	Skills & People	The Region of Learning is a digital, evidenced based approach to engaging young people from less advantaged backgrounds to reduce inequality and improve social mobility. It is an interactive web portal, digital app, and smart card that together provides young people with a 'universal passport to learning, skills and opportunity'. It has been specifically designed to support a system-wide and evidence-based approach to improving outcomes for children and young people that utilises existing local authority assets and new technologies.
CPCA Wide	Holistic Online skills support incorporating GWwS and RoL (Integrating Region of Learning Platform)	Skills & People	Growth Works with Skills was designed to deliver an alternative to the traditional skills brokerage models, using a Maturity Index and consultative conversations to connect employers and individuals to opportunities that enable growth. Continuing Growth Works with Skills, maintaining the Digital Talent Platform with access to resources, diagnostic tools, vacancy listing and candidate matching will maintain support for employers large and small across all six districts. Integrating Regions of Learning will provide an on-ramp for people with low skill to access credentials that demonstrate their capability - providing them with opportunity to transition into further or higher education or into work or self employment. Regions of Learning is currently aimed at young people, but would be expanded to cover all people who are not yet in work - whether they be young, returning to work or simply yet to engage in economic activity. The Regions of Learning platform will continue to develop online credentials via Open Badges, and host opportunities, such as internships and early careers vacancies, on the Talent View platform. Continuing the work with EmsiBG, the Skills Extractor will be used to create common language between employer, education provider and individual to link into work around careers ladders and, potentially, an all age careers service. Activity to support NEETs will be focussed on providing destinations for those already well served by existing providers in CPCA, and we will seek to integrate additional providers to offer progression into technical and vocational learning routes, including Traineeships, T-Levels and Apprenticeships - as well as independent training providers and others providing non-accredited short courses that support progression into, and within, the workplace. Critically, and unlike traditional skills brokerage services, Growth Works with Skills is a proactive service, driving demand and generating interest in training and apprenticeships, without a single training or apprenticeship product to sell. Growth Works with Skills is the honest broker - taking a principled approach, using evidence to identify the solution that is most likely to work for the employer; meanwhile creating opportunity for individuals committed to learn, and employers committed to their development. Through a combination of online, automated access to support and resources and a key account management approach that encourages deep and ongoing conversations, Growth Works with Skills provides a 'no wrong door' approach to all employers of all sizes, across all sectors and all geographies of Cambridgeshire & Peterborough - by incorporating Regions of Learning we feed the talent pipeline that employers are seeking and link it with existing academic and vocational opportunities to showcase an end-to-end skills journey for Cambridgeshire & Peterborough Residents, irrespective of their age, employment status or skill level.

CPCA Wide	Supported Internships across Cambridgeshire & Peterborough	Skills & People	<p>Working closely with key stakeholders this project will identify those individuals most in need. There will be three main activities:</p> <ul style="list-style-type: none"> •Personal Skills Analysis to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition into or back into work following an extended period of economic inactivity; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role. •Delivering real-world experiences of work through funded internships. Funding will be provided to employers to provide new work opportunities. To support these internships activities will include: Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' for the host organisation. •Training Needs Analysis to identify re-skilling, up-skilling and inclusive recruitment practices within a business. This will include working with (1) businesses to identify skills development opportunities and inclusive recruitment practices to meet skills shortages, and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.
CPCA Wide	All Age Careers Service across Cambridgeshire & Peterborough	Skills & People	<p>Working within the current funding boundaries of the NCS and the CEC, the service would be expanded to support careers related learning in primary school settings. Primary provision would mirror the employer engagement element of the CEC contract allowing for sustainable relationships to be developed.</p> <p>We will use new technology to align the service offering and allow for individuals to navigate career transitions. Digital tools and data will be a key focus to the service and will act as the digital thread to tie the provision together. Employers will be front and centre of the service and a holistic approach will be taken to the relationship to ensure it is maximised at all points. Both CEC and NCS have resources that are suitable for multiple audiences, yet rarely capitalised on outside of their target market. For better value to the public placing these resources in a central location will allow multiple service users to access and benefit from them.</p> <p>Employers will be at the heart of the enhanced provision offer; the CPCA have successfully delivered the Mid-life MOT programme on behalf of DWP which maximised stakeholder relationships and took a holistic approach to health, wealth and working lives. Not only will employers drive the development of CEIAG within schools, they will be encouraged to support their own workforce. Best practice identified from the CEC contract will be applied to the delivery of NCS provision.</p> <p>Tackling bias, raising awareness and promoting the service will support the cultural changes that are needed to tackle some of the misconceptions around careers education and guidance. A localised campaign will be launched working with key stakeholders that seeks to increase awareness of technical routes, whilst tackling bias within the education setting and with parents.</p> <p>Enhanced provision would be offered to schools allowing them to access provision such as workshops, STEM events, employability skills etc. The NCS L6 careers advisor provision would be expanded to year 11 students to support their decision-making process.</p> <p>The CPCA is responsible for the delivery and outcomes of the Careers Hub and CEC contract and has a close working relationship with NCS in the region. Using our influence, delivery of NCS in Cambridgeshire and Peterborough will be aligned to the All Age Careers Service breaking the traditional mould delivered through the rest of the East of England.</p>

Project Assessment Against the Six Capitals - Completed on a yes / no basis of contributing in someway to a capital (scale of contribution is not judged)

The main contribution is shaded green.

Place	Topic	Project Title	GVA	Climate and Nature		Infrastructure	Knowledge	Health and Skills		Social	Finance	Total
				Climate Change	All other			Health	Skills			
Peterborough	Community & Pl	Project Name: Youth Zone for Peterborough	0	0	0	1	0	1	0	1	0	3
Peterborough	Community & Pl	Project Name: Local resilience: flood and climate	0	1	0	0	0	0	0	1	0	2
Peterborough	Community & Pl	Project Name: Community Carbon Literacy	0	1	0	0	0	0	0	1	0	2
Peterborough	Community & Pl	Project Name: Lincoln Road Regeneration	0	0	0	1	0	0	0	1	0	2
Peterborough	Local Business I	Project Name: Culture Alliance	1	0	0	0	0	0	0	1	0	2
Peterborough	Local Business I	Project Name: Peterborough Digital Incubator	1	0	0	0	0	0	1	0	0	2
East Cambridge	Local Business I	Project Name: Business Growth Fund	1	1	0	0	0	0	0	0	0	2
East Cambridge	Skills & People	Project Name: Digital Inclusion Scheme	0	0	0	0	0	0	1	1	0	2
East Cambridge	Community & Pl	Project Name: Explore East Cambs	0	0	0	0	0	0	0	0	0	0
East Cambridge	Local Business I	Project Name: Local Enterprise Support Scheme	1	0	0	0	0	0	1	0	0	2
East Cambridge	Community & Pl	Project Name: Pride of Place Grant Scheme	0	0	1	1	0	1	0	0	0	3
East Cambridge	Community & Pl	Project Name: Sustrans Cycle Route Feasibility	0	1	0	1	0	1	0	0	0	3
South Cambridge	Community & Pl	Project Name: Develop a South Cambs Brand/Id	0	0	0	0	0	0	0	0	0	0
South Cambridge	Community & Pl	Project Name: Improving South Cambs High Ste	0	0	0	1	0	0	0	0	0	1
South Cambridge	Community & Pl	Project Name: Rural Hub Development	0	0	0	0	0	0	0	1	0	1
South Cambridge	Community & Pl	Project Name: Community gardens and greensp	0	1	0	1	0	0	0	1	0	3
South Cambridge	Community & Pl	Project Name: Northstowe Community Centre	0	0	0	1	0	0	0	1	0	2
South Cambridge	Local Business I	Project Name: Green Business grant programme	1	1	0	0	0	0	0	0	0	2
South Cambridge	Local Business I	Project Name: Greater Cambridge Visitor Econo	1	0	0	0	0	0	0	0	0	1
South Cambridge	Local Business I	Project Name: Grant scheme to support new star	1	0	0	0	0	0	0	0	0	1
South Cambridge	Local Business I	Project Name: BIPC support for under represent	1	0	0	0	0	0	0	1	0	2
South Cambridge	Skills & People	Project Name: CPCA Skills Collaboration & Regi	1	0	0	0	0	0	1	0	0	2
Cambridge City	Community & Pl	Project Name: Digital Platform to Build Social an	0	0	0	0	0	0	0	1	0	1
Cambridge City	Community & Pl	Project Name: A Focus on Abbey / Abbey Comm	0	0	0	1	0	0	0	1	0	2
Cambridge City	Community & Pl	Project Name: Neighbourhood Improvement Fea	1	0	0	1	0	0	0	0	0	2
Cambridge City	Local Business I	Project Name: Business Resilience - small busin	1	0	0	0	0	0	1	0	0	2
Cambridge City	Local Business I	Project Name: Greater Cambridge Visitor Econo	1	0	0	0	0	0	0	0	0	1
Cambridge City	Local Business I	Project Name: Green Business Grant Programm	1	1	0	0	0	0	0	0	0	2
Cambridge City	Skills & People	Project Name: Cambridgeshire and Peterboroug	1	0	0	0	0	0	1	0	0	2
Cambridge City	Skills & People	Project Name: CPCA Skills Collaboration & Regi	1	0	0	0	0	0	1	0	0	2
Fenland	Community & Pl	Project Name: Supporting and developing Whittl	1	0	0	1	0	0	0	1	0	3
Fenland	Community & Pl	Project Name: ASB	0	0	0	0	0	0	0	1	0	1

Fenland	Community & Pl	Project Name: Safer Wisbech - Addressing perc	0	0	0	0	0	0	0	1	0	1
Fenland	Local Business I	Project Name: Fenland - Investment in Business	1	0	0	0	1	0	1	0	0	3
Fenland	Community & Pl	Project Name: Amplifying Community Arts and C	0	0	0	0	0	0	1	1	0	2
CPCA Wide	Local Business I	Project Name: Cambridgeshire & Peterborough I	1	0	0	0	1	0	1	0	0	3
CPCA Wide	Skills & People	Project Name: Holistic Online skills support incor	1	0	0	0	0	0	1	0	0	2
CPCA Wide	Skills & People	Project Name: Supported Internships across Car	0	0	0	0	0	0	1	0	0	1
CPCA Wide	Skills & People	Project Name: All Age Careers Service across C	1	0	0	0	0	0	1	0	0	2

		Climate and Nature				Health and Skills			
	GVA	Climate Change	All other			Health	Skills		
FUND BID PROFILE AGAINST THE SIX CAPTIA	20	7	1	10	2	3	13	16	0

Communities and Place																			
Interventions Amalgated for analysis																			
	Cambridge City			East Cambs DC			South Cambs DC					Fenland DC				Peterborough CC			
ICP Prior	Pjt 1	Pjt 2	Pjt 3	Pjt 4	Pjt 5	Pjt 6	Pjt 7	Pjt 8	Pjt 9	Pjt 10	Pjt 11	Pjt 12	Pjt 13	Pjt 14	Pjt 15	Pjt 16	Pjt 17	Pjt 18	Pjt 19
Children													✓	✓			✓		✓
Poverty	✓	✓																	
Envrioment		✓			✓	✓			✓	✓		✓				✓	✓		
Intervention & Prevention													✓						

Local Business													
Interventions Amalgated for analysis													
	Cambridge City			East Cambs DC			South Cambs DC				Fenland DC	Peterborough CC	
ICP Prior	Pjt 19	Pjt 20	Pjt 21	Pjt 22	Pjt 23	Pjt 24	Pjt 25	Pjt 26	Pjt 27	Pjt 28	Pjt 29	Pjt 30	Pjt 31
Children													
Poverty	✓	✓			✓	✓		✓	✓	✓			
Envrioment			✓			✓						✓	
Intervention & Prevention													

People & Skills						
Interventions Amalgated for analysis						
	Cambridge City		East Cambs DC	South Cambs DC	CPCA	
ICP Prior	Pjt 32	Pjt 33	Pjt 34	Pjt 35	Pjt 36	Pjt 37
Children	✓	✓		✓		✓
Poverty	✓	✓	✓		✓	
Envrioment						
Intervention & Prevention	✓	✓		✓	✓	✓

Our ICP Priority Ambitions

All
together
for
healthier
futures



Our children are ready to enter education and exit prepared for the next phase of their lives



Reducing poverty through better employment and better housing



Creating an environment to give people the opportunities to be as healthy as they can be



Promoting early intervention and prevention measures to improve mental health and well-being.

Community Safety perspective of the SPF proposals

The Cambridgeshire and Peterborough Police and Crime Commissioner launched his Police and Crime Plan in November 2021.
The detailed Plan can be found here <https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>
A summary of the Plan is below.

TACKLING CRIME & KEEPING COMMUNITIES SAFE

PUTTING COMMUNITIES FIRST

We will ensure the police and other partners are listening to the public and working with them to act on their concerns and supporting them to assist themselves.
From initial contact, to rural and business crime, anti-social behaviour, hate crime and speeding.

CRIME PREVENTION

We will work in partnership to understand and tackle the root causes of crime and serious violence through early intervention and rehabilitating people who have offended, while reducing opportunities for people to commit crime.

SUPPORTING VICTIMS AND WITNESSES

We will protect vulnerable people and ensure victims and witnesses are placed at the heart of the criminal justice system, commissioning services to support them.
We will recognise every victim's experience is different and will provide a quality service which maintains their trust and confidence in the criminal justice system.

ETHICAL POLICING

We will ensure the police act with integrity and social responsibility, promoting a culture that is inclusive, diverse and takes equality seriously.
From how they interact with the public they serve, to environmental sustainability.

ROBUST ENFORCEMENT

We will ensure the police and other partners such as courts, prosecutors, probation and local authorities are using criminal justice and other enforcement processes effectively to keep Cambridgeshire and Peterborough safe.

The following grading has been used to visually demonstrate the links between the SPF proposals and the respective objectives in the Police and Crime Plan.

Substantial		Directly addresses objective of Police and Crime Plan (eg project devised to address cause of criminality/asb)
Significant		Significant contribution to objective in the Plan
Some		Indirect contribution to objective in the Plan. (eg crime reduction/prevention may occur but dependent on whether a core objective in project design)
None/minimal		Does not in any substantive way impact on objective within the Plan.

Given the aims of the SPF, I would not expect to see any/many of the projects addressing the P&C Plan objectives of Supporting Victims and Witnesses and Ethical Policing.
However, the other three objectives are all consistent with the aims of the Fund.
It should be noted that the assessments below are based upon the project descriptions only - ie I have not further cross referenced with other new/existing work taking place in localities.

Communities and Place																				
Interventions Amalgated for analysis																				
	Cambridge City			East Cambs DC			South Cambs DC					Fenland DC					Peterborough CC			
	Pjt 1	Pjt 2	Pjt 3	Pjt 4	Pjt 5	Pjt 6	Pjt 7	Pjt 8	Pjt 9	Pjt 10	Pjt 11	Pjt 12	Pjt 13	Pjt 14	Pjt 15	Pjt 16	Pjt 17	Pjt 18	Pjt 19	
Putting communities First																				
Crime Prevention																				
Supporting victims and witnesses																				
Ethical policing																				
Robust enforcement																				

Local Business														
Interventions Amalgated for analysis														
	Cambridge City			East Cambs DC		South Cambs DC				Fenland	Peterborough CC	CPCA Wide		
	Pjt 20	Pjt 21	Pjt 22	Pjt 23	Pjt 24	Pjt 25	Pjt 26	Pjt 27	Pjt 28	Pjt 29	Pjt 30	Pjt 31	Pjt 32	
Putting communities First														
Crime Prevention														
Supporting victims and witnesses														
Ethical policing														
Robust enforcement														

People & Skills													
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Interventions Amalgated for analysis								
	Cambridge City		East Cambs DC		South Cambs DC		CPCA	
	Pjt 33		Pjt 34		Pjt 35		Pjt 36	Pjt 37
							Pjt 38	
Putting communities First								
Crime Prevention								
Supporting victims and witnesses								
Ethical policing								
Robust enforcement								

Summary

Only the two Fenland projects are directly designed to tackle the objectives within the Police and Crime Plan for Cambridgeshire and Peterborough.

There is some subjectivity in the assessments as to which aspect of the Police and Crime Plan is fulfilled (eg divert from ASB could fit in either Putting Communities First or Crime Prevention).

The above assessments have not considered the % of the fund spent on crime/community safety projects but is likely to be low.

The PCC receives many requests for funding from around the county, but that demand is not reflected in the proposed SPF projects. Have the CSPs been fully engaged in development?

A number of the projects graded as "indirect contribution" would be stronger from the community safety perspective if they were designed explicitly with crime prevention in mind - eg regarding skills/NEETS etc, targetting those most at risk of becoming offenders

UK Shared Prosperity Fund

Investment Plan Drafting Template

Cambridgeshire and Peterborough Combined Authority

Working Draft

July 2022

Your location

To be eligible for funding, you will need to be applying on behalf of a lead authority in one of the [delivery geographies](#).

Select the lead authority

Your details

Name:

Email address:

Phone number:

Organisation name: Cambridgeshire and Peterborough Combined Authority

Are there any challenges you face which fall under the **Communities and Place** priority?

The Cambridgeshire and Peterborough Combined Authority region contains three distinct but overlapping economies: Greater Peterborough, Greater Cambridge and The Fens. Each has very different strengths, opportunities and challenges. In many ways Cambridgeshire and Peterborough is representative of the wider UK economy, with strong economic growth in the south and lower wage jobs, deprivation and lower skills levels in the north.

Figure 1. The three sub-economies of the Cambridgeshire and Peterborough region



This economic geography and its consequent unequal social and health outcomes is key to identifying the required spatial and community impacts of interventions. Our towns, two cities and rural areas face very different challenges and opportunities, which is reflected in our investment plan.

The main challenges we face which fall under the Communities and Place priority are:

- Significant pockets of long-standing deprivation, which inhibits prosperity and social mobility and entrenches poor outcomes, particularly relating to health. Although there are pockets of deprivation throughout the Combined Authority region, particularly in city areas, deprivation is particularly concentrated in the north of the region.

- High street activity in the cities of Cambridge and Peterborough has not recovered from the effects of the pandemic, although our more rural areas have fared relatively better. Making our town centres and high streets more attractive as places to visit and accessible to more people is essential to their long-term health.
- We need to do more to build community cohesion and regeneration, particularly in our most deprived communities, to support those at risk of social and economic exclusion and reduce exposure to harm, crime and anti-social behaviour. We must target investment at the areas which need it most and must empower the community to co-design solutions to local challenges.
- Transport barriers, particularly in more rural areas, inhibit economic activity and entrench deprivation.
- Per capita carbon emissions across Cambridgeshire and Peterborough are higher than the national average and falling slower than they must to meet net zero goals.

The table below rates performance against UK Shared Prosperity Fund indicators for Community and Place for Cambridgeshire and Peterborough's six local authorities, comparing performance against the nation. Key points are elaborated on below.

Figure 2. Summary of evidence for CPCA LA performance against 'Communities and Place' indicators

Indicator	Cambridge	East Cambs	Fenland	Huntingdonshire	Peterborough	South Cambs	England
Access to services (% LSOAs where at least 5 out of 7 services have longer journey times than national average) (2020)	3%	74%	56%	50%	12%	64%	17.3%
% cycle / walk at least once a week (2019/20)	80.6%	80.2%	64.4%	74.4%	63.7%	76.0%	69.0%
Aged 25 - 39 % (2020)	21.1%	17.1%	17.9%	18.5%	21.9%	16.9%	20.0%
Aged 65+ % (2020)	13.3%	20.7%	23.3%	20.4%	15.1%	19.8%	18.6%
Arts/development expenditure per head (2020)	1.4	0.0	0.3	0.0	0.0	0.0	1.4
Life satisfaction score (2020/21)	7.9	8.0	7.4	7.3	7.2	7.5	7.4
Community assets index rank (out of 311 authorities, 1=best, 311=worst) (2020)	8	246	264	303	270	285	158.5
Transport emissions per head (t) (2019)	0.8	3.1	1.8	4.0	2.2	3.8	1.9
% buildings with EPC rating (A-C) (2021)	61.1%	62.2%	53.6%	53.4%	64.5%	61.1%	50.7%
Retail movement (compared to pre pandemic levels) (7 day rolling average), %, (May 2022)	-20.0%	-7.6%	-5.9%	-7.0%	-16.7%	14.3%	-11.3%
Workplace movement (compared to pre pandemic levels) (7 day rolling average), %, (May 2022)	-20.0%	-17.1%	-15.9%	-16.1%	-15.6%	-5.7%	-17.7%
% LSOAS bottom 2 deciles living environment domain (2019)	22.0%	2.0%	9.0%	6.0%	8.0%	5.0%	20.0%
% LSOAS bottom 2 deciles housing domain (2019)	17.4%	30.0%	18.2%	18.1%	26.8%	33.3%	20.0%
% LSOAS bottom 2 deciles crime domain (2019)	18.8%		9.1%		46.4%	2.1%	20.0%
Population growth (2015-2020)	0.0%	2.7%	3.3%	2.1%	4.6%	4.2%	3.0%
Visitor numbers % change (2014-2019)	2.1%	26.4%	14.2%	6.3%	-1.3%	2.4%	-0.6%

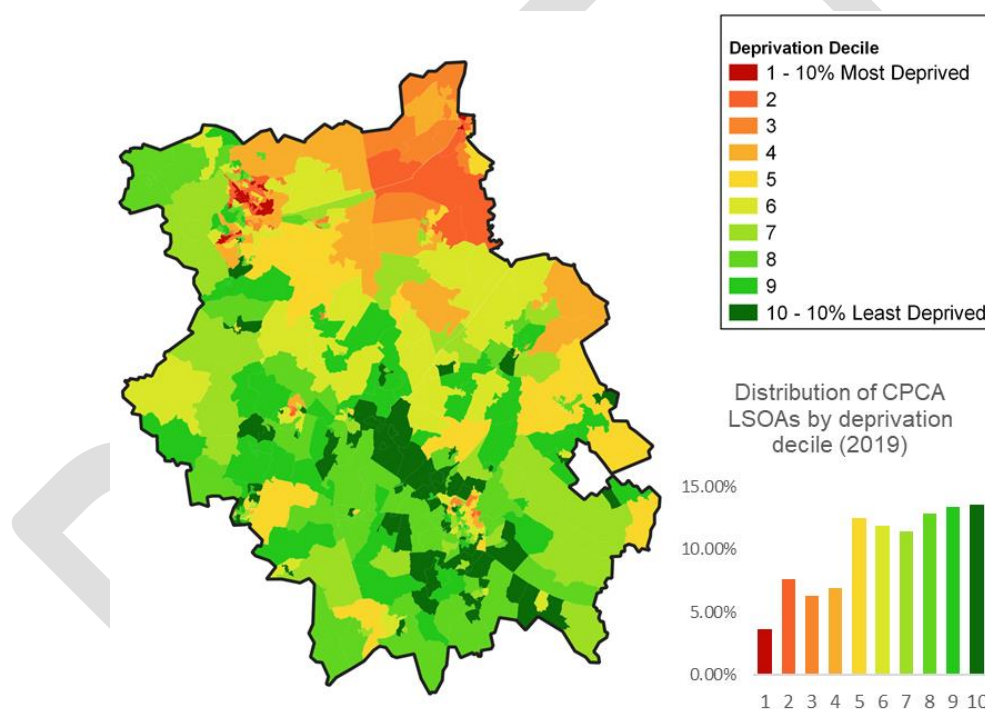
% physically active adults (2019/20)	75.0%	70.9%	62.7%	71.4%	58.8%	74.9%	66%
% of residents experiencing hunger (2020)	1.1%	1.5%	1.6%	1.1%	1.5%	1.2%	4.1%
Life expectancy (2016-2018)	82.3	83.2	80.4	82.9	80.3	84.2	81.1
Full fibre broadband coverage (2021)	40.9%	27.9%	31.3%	10.7%	80.9%	20.1%	27%
Median broadband speeds Mbit/s (2021)	80.0	52.5	48.0	58.1	68.2	60.3	58.3

Note: Table shows value rated against the national average. If a local authority performs better than nationally for an indicator, it is highlighted in green, and in red if it performs worse.

Significant pockets of long-standing deprivation, which inhibits prosperity and social mobility and entrenches poor outcomes, particularly relating to health

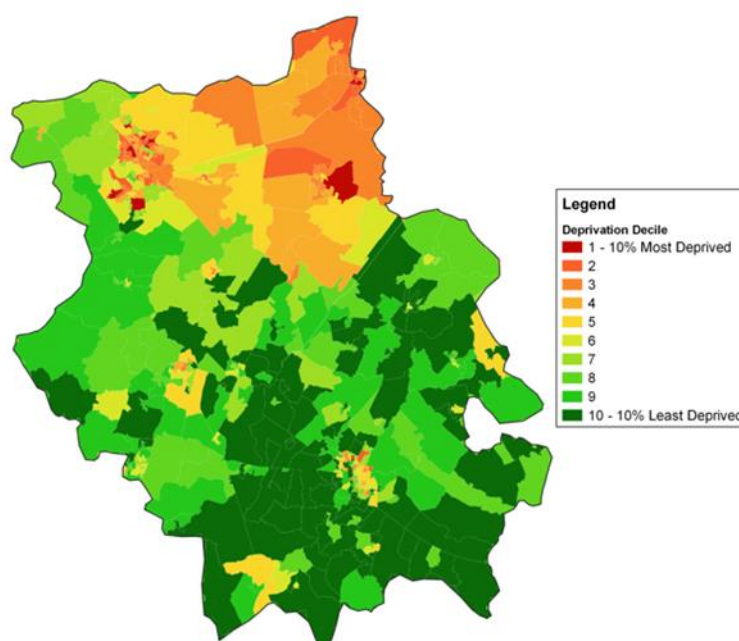
The Index of Multiple Deprivation clearly illustrates the variance across C&P's three sub-economies. Deprivation is concentrated in Peterborough and Fenland, though there are pockets in all parts of the region including in Cambridge.

Figure 3. Index of Multiple Deprivation across Cambridgeshire and Peterborough (2019)



The same pattern can be seen when looking specifically at health deprivation, using the Health domain of the IMD. Variations in life expectancy across districts are stark, from 84.2 years in South Cambridgeshire to 80.3 years in Peterborough. However, even within districts there are substantial differences in life expectancy which is correlated with deprivation – in Cambridge there is an 11 year gap in life expectancy between the most and least deprived wards, a pattern which plays out across the whole CA region. Delivering good economic growth that can help tackle these longstanding issues of spatial inequality and healthy life expectancy is a major priority for the Combined Authority and its constituent members and partners.

Figure 4. Index of Multiple Deprivation: Health Domain, across Cambridgeshire and Peterborough (2019)



We need to do more to build community cohesion and regeneration, particularly in our most deprived communities, to support those at risk of social and economic exclusion and reduce exposure to harm, crime and anti-social behaviour.

- Crime is relatively low in all LAs (where data are available) other than Peterborough, where 46.4% of neighbourhoods are in the bottom 2 deciles of the crime domain. However, at a local neighbourhood level the picture can often be quite different, with higher rates of crime linked to areas of greater deprivation. So, while overall rates of ASB and criminal activity are relatively low there remains a need for us to embed community safety into our approaches. A particular priority for the CA is to support young people and prevent their exposure to anti-social or criminal activity.
- Investment must be targeted at the areas where it is most needed and must empower the community to co-design solutions to local challenges.

High street activity in the cities of Cambridge and Peterborough has not recovered from the effects of the pandemic, although our more rural areas have fared relatively better. Making our town centres and high streets more attractive as places to visit and accessible to more people is essential to their long-term health.

- Retail footfall is almost back to pre-pandemic levels in the more rural districts of East Cambridgeshire, Fenland and Huntingdonshire. But in Cambridge and Peterborough retail footfall remains 15% - 20% below baseline levels. As consumers adjust to higher living costs throughout 2022 there is a risk that retail activity will fall further as consumers cut back on unnecessary spending. This risks the already-fragile state of high street activity in our city areas and points to the need for intervention in our most affected communities.

- Workspace use remains subdued across most of the Combined Authority. Across CPCA a consistent pattern has emerged where use of workspaces is around 15% below where it was before the pandemic (and slightly lower at -19% in Cambridge). The exception is South Cambridgeshire, where in May 2022 use of workspaces was only 4% below the pre-pandemic baseline.
- Most CPCA Local Authorities rank towards the bottom of the Local Authority Community Assets Index - East Cambridgeshire (246th out of 311), Fenland (264th), Peterborough (270th), South Cambridgeshire (285th) and Huntingdonshire (303rd). Cambridge is the exception, ranking 8th overall on the index. Additional support for local arts, cultural, heritage and creative activities and institutions will foster city centre activity and help to revitalise our high streets and market towns.

Transport barriers, particularly in more rural areas, inhibit economic activity and entrench deprivation

- 74% of neighbourhoods in Cambridgeshire, 56% in Fenland, 50% in Huntingdonshire and 64% in South Cambridgeshire have longer than average journey times to key services.
- Lack of accessibility to employment centres by public transport and prohibitive journey times are particular concerns.

Per capita carbon emissions across Cambridgeshire and Peterborough are higher than the national average and falling slower than they must to meet net zero goals.

- Transport emissions are a large contribute to total emissions across the CA. However, the per capita rate of emissions (measured in tonnes per capita) varies across districts - in 2019 Cambridge (0.8) and Fenland (1.8) were lower than the national average of 1.9, whereas Peterborough (2.2), East Cambridgeshire (3.1), South Cambridgeshire (3.8) and Huntingdonshire (4.0) have higher transport emissions per capita.
- Cambridge is the only area where transport emissions per capita have fallen at a faster rate over the last five years than nationally. Emissions increased in East Cambridgeshire and Huntingdonshire, going against the national trend, highlighting the need for increased support for active transport infrastructure, including feasibility studies into potential routes.

Are there any local opportunities under the Community and Place theme you intend to support?

The major opportunities for us under the Communities and Place investment priority are:

- Growing our visitor economy and supporting revitalised, active town centres.
- Building community wealth with support targeted at the local areas where it is needed most to support everyone - particularly our young people - to live happy, healthy, safe lives.
- Enhancing our green spaces to connect more people to the natural world, beautify our town centres, and support environmental goals.

- Investment in active travel could connect people to jobs and services, reduce transport emissions and help alleviate health inequalities.

Growing our visitor economy and supporting revitalised, active town centres

- We experienced stronger growth in visitor numbers between 2014-19 than the national average (-0.6%) in all our Local Authorities other than Peterborough (-1.3%) – growth was particularly strong in East Cambridgeshire and Fenland. But the recovery from the effects of the pandemic is ongoing. ‘Visit’ campaigns and concerted branding efforts would help to showcase the region’s visitor economy strengths and diverse offering.
- Arts and development spend per head is below the national average except for Cambridge so support should be enhanced for local arts and creative activities to further improve the cultural offer to residents and visitors. Particular opportunities have been identified in Fenland, Huntingdonshire, Peterborough and South Cambridgeshire.
- We need to invest in improvements to our high streets and town centres in some areas to attract more visitors back to them, to improve access, and to create more liveable communities and places for our residents. We have identified priority investment opportunities in Huntingdonshire and South Cambridgeshire.

Building community wealth with support targeted at the local areas where it is needed most to support everyone - particularly our young people - to live happy, healthy, safe lives.

- We will invest in programmes and community spaces to provide creative and engaging ways of diverting young people from anti-social behaviour and promoting community inclusion. We will embed a joined-up approach across partners including local authorities, youth groups and sporting teams, community centres, social workers, the police and others, to provide the services required.
- We recognise the opportunity to enhance community engagement (including through digital means) and to support community cohesion by promoting localised decision making about regeneration priorities and activities, including community measures to reduce the cost of living.

Enhancing our green spaces to connect more people to the natural world, beautify our town centres, and support environmental goals

- Supporting more communities in areas of identified need to acquire, design, build and maintain high-quality greenspaces will enhance civic pride, improve community cohesion and bring measurable health benefits. We have identified opportunities in East Cambridgeshire, Huntingdonshire, Peterborough and South Cambridgeshire.
- At the same time, we need to improve our neighbourhood-level infrastructure to increase communities’ resilience to natural hazards and climate risks. We have identified opportunities for investment in Peterborough and in the deprived ward of Abbey in Cambridge.

- We need to engage communities in looking after the environment. A particular priority is to prevent undesirable fly-tipping activity via a programme of better messaging about its consequences, and sharing best practice for preventing across districts and involved partners.

Investment in active travel will connect people to jobs and services, reduce transport emissions and help alleviate health inequalities

- The percentage of physically active adults is higher than it is nationally (66%) for all LAs except Peterborough and Fenland, where the percentage has also fallen over the last five years in both Fenland (-2.0%) and Peterborough (-3.2%) compared with a national increase of 0.2%.
- This correlates with the percentage who cycle or walk at least once a week, which is lower in Fenland and Peterborough than it is nationally (69.0%). Improving active transport use can therefore help to raise physical activity, connect people to jobs and services, and help to reduce emissions. Active transport feasibility studies will help us to determine where active transport routes would be most effective, with potential routes already identified in East Cambridgeshire and Huntingdonshire.

Are there any local challenges you face which fall under the Supporting Local Business investment priority?

The main challenges we face which fall under the Supporting Local Business priority are:

- Targeted, prioritised investment is required to help businesses recover from the ongoing effects of the pandemic and navigate the current highly challenging business environment.
- Productivity across all districts is lower than the national average and has been growing more slowly. In The Fens productivity has been declining.
- Differences in earnings, jobs density and business growth demonstrate that business support is needed particularly where growth has been slower.
- Business support programmes are required to help spread innovation activity throughout the region.

The table below rates performance against UK Shared Prosperity Fund indicators for Supporting Local Business for Cambridgeshire and Peterborough's six local authorities, comparing performance against the nation. Key points are elaborated on below.

Figure 5. Summary of evidence for CPCA LA performance against ‘Supporting Local Business’ indicators

Indicator	Cambridge	East Cambs	Fenland	Huntingdonshire	Peterborough	South Cambs	England
Employees (2020)	122000	33000	38000	76000	111000	86000	25,805,000
Jobs Density (2020)	1.5	0.8	0.7	0.8	1.1	1.0	0.85
Total Businesses (2021)	5075	4050	3725	7890	7835	8365	2,405,965
Micro (0 to 9)	4355 (85.5%)	3655 (90.2%)	3380 (90.7%)	7105 (90.1%)	7060 (90.1%)	7420 (88.7%)	2,161,050 (89.8%)
Small (10 to 49)	550 (10.8%)	325 (8.0%)	285 (7.7%)	645 (8.2%)	600 (7.7%)	755 (9.0%)	199,325 (8.3%)
Medium-sized (50 to 249)	135 (2.7%)	55 (1.4%)	55 (1.5%)	115 (1.5%)	130 (1.7%)	150 (1.8%)	36285 (1.5%)
Large (250+)	40 (0.8%)	15 (0.4%)	5 (0.1%)	25 (0.3%)	45 (0.6%)	40 (0.5%)	9305 (0.4%)
GVA Per hour worked (2019)	33.97	31.77	27.29	34.53	34.22	35.06	35.15
Number of Innovate UK grants awarded (total 2011-21)	1042	87	23	150	123	955	134
Number of Patents per 10,000 population (2016)	1930	352	111	415	509	2557	431
Innovation jobs (2020)	14670 (12.0%)	1870 (5.5%)	395 (0.9%)	4390 (5.7%)	4450 (3.9%)	23265 (26.9%)	1317470 (5.0%)
High Growth biz / 1000 biz (2020)	10.0	3.6	2.8	4.3	4.7	7.0	4.4
5 year business survival rate	41.8	47.6	41.6	42.0	38.0	42.2	39.5
UK CI rank in england (2021)	38	157	279	111	130	44	
£ retained from business rate retention scheme (2022) (£000s)	4,271	4,362	2,059	8,256	30,361	9,140	34,909
Covid business support (total payments, £000s)		£28,012	£37,108	£58,170		£44,772	£22,535,134
Average covid payment per business (£)		5,614	5,144	5,260		5,806	5012

Note: Table shows value rated against the national average. If a local authority performs better than nationally for an indicator, it is highlighted in green, and in red if it performs worse.

Targeted, prioritised investment is required to help businesses recover from the ongoing effects of the pandemic and navigate the current highly challenging business environment.

- Property vacancy rates have been increasing throughout the CA over the past two years, particularly so for retail property, illustrating the scale of losses suffered by hospitality, retail and wider visitor economy businesses. Our businesses are still recovering and adapting to changes in consumer behaviour, impacts of hybrid working, the major decline of international visitors and continue to grapple with cost inflation and uncertainty created by the cost of living crisis and the global situation in Ukraine and Brexit impacts.
- Wider research by Grant Thornton into the local economy revealed a difference in the resilience of growth orientated SMEs versus larger corporates in that SMEs did not have the

capacity to access borrowing in order to ride the storm/grasp opportunities and local Chambers of Commerce are reporting that SMEs across the board are now considering job losses in order to survive.

Productivity across all districts is lower than the national average and has been growing more slowly. In The Fens productivity has been declining.

- GVA per hour worked is lower than it is nationally (£35.15) for all local authorities and varies considerably across the area – Fenland has the lowest GVA per hour at £27.29 compared to South Cambridgeshire (£35.06), which matches the national average.
- GVA per hour worked has grown over the last five years in all LAs except Fenland, where it fell by -6%. Although GVA per hour increased in Cambridge and South Cambridgeshire by 2% and 7% respectively, this is lower than the 10% nationally. In East Cambridgeshire (11%), Huntingdonshire (13%) and Peterborough (17%) GVA per hour increased faster than it did nationally.

Subdued growth in businesses and jobs density demonstrate that support for local businesses is urgently needed, particularly in areas where growth has been slower.

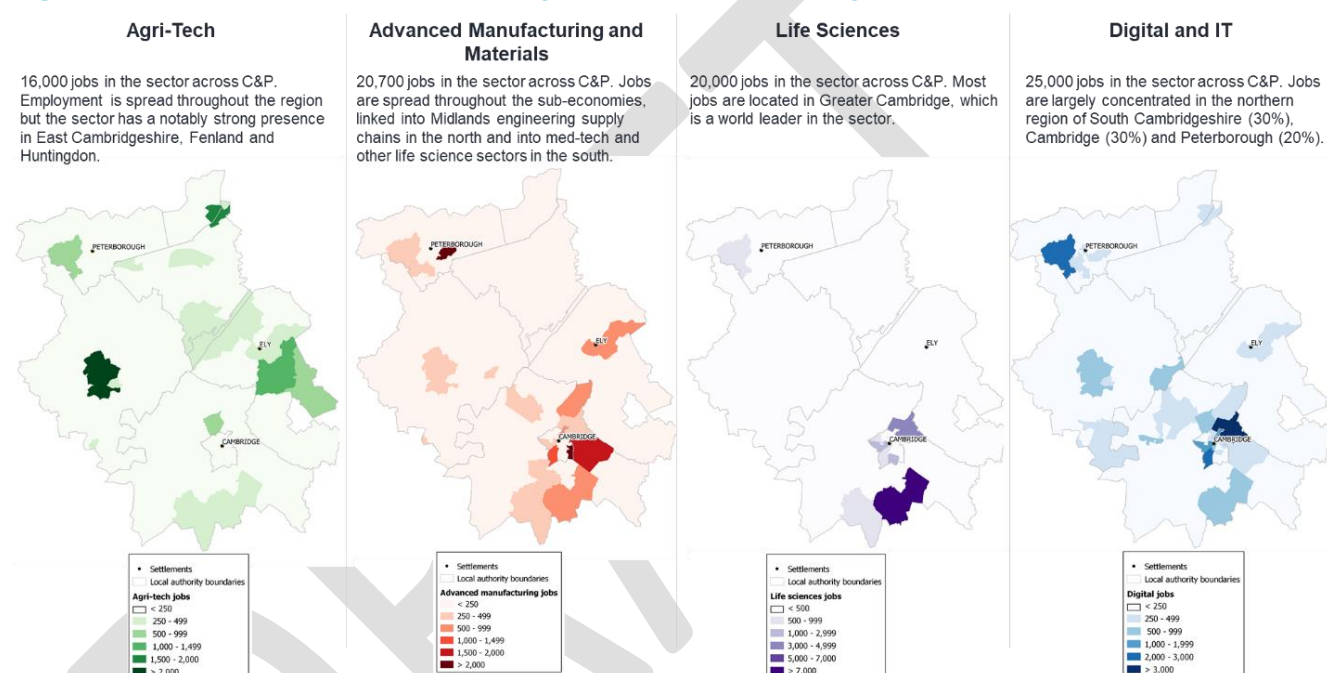
- We need to support our local businesses most impacted by the pandemic and the rise in the costs of doing business, by linking them into GrowthWorks and other business support programmes, in order to safeguard jobs, raise wages and boost productivity across the CA region. We will support businesses at all stages of their development to start, sustain, grow and innovate.
- The number of businesses and business start-up rates varies significantly, with businesses concentrated in our cities, science parks and enterprise zones. Variable change in micro businesses in the region, with strong growth in Peterborough above the national change of 9%, yet generally lower than the average across other areas.
- Job density is above the national average of 0.85 in Cambridge, Peterborough and South Cambridgeshire and above 1 in Cambridge and Peterborough, meaning there are more jobs available than working age populations. However, job density is lower than the national average for East Cambridgeshire, Fenland and Huntingdonshire.
- Recent data from the Legatum Institute suggests that affordability and commercial space issues have reduced the number of successful start-up and business locations in Greater Cambridge.

Support is required to spread innovation activity throughout the region

- Cambridge, South Cambridgeshire and increasingly Huntingdonshire form one of the most innovative parts of the country, but elsewhere much lower levels of innovative business activity are recorded.

- Peterborough performs relatively well in terms of patents however relatively poorly on Innovate UK grants. East Cambridgeshire and Fenland both perform relatively worse in terms of Innovate UK grants and patents, with Fenland performing the most poorly of all the LAs.
- We must support our local businesses to join up our innovation ecosystem and proliferate innovative activity throughout the whole CA region.
- The maps below show concentrations of employment across the CA in the region's four 'priority' sectors: Agri-Tech, Advanced Manufacturing and Materials, Life Sciences, and Digital & IT. A challenge/opportunity for us is to join up and spread our priority sectors more widely across the CA region, radiating success from Greater Cambridge into other sub-economies.

Figure 6. Cluster locations for employment in C&P's Priority Sectors



Are there any local opportunities under the **Supporting Local Business** investment priority that you intend to support?

The major opportunities for us under the Supporting Local Business investment priority are:

- Capitalise on the success of our high-tech business clusters to strengthen local entrepreneurial systems, build stronger local supply chains and engage more local firms in R&D and innovation through targeted support programmes, R&D grants, and support to develop innovation infrastructure at local levels
- Support more businesses throughout Cambridgeshire and Peterborough to integrate into the region's innovation ecosystem, spreading activity further and wider, building on the globally significant Greater Cambridge innovation ecosystem.

- Changing consumer sentiment and behaviour resulting from the pandemic has created opportunities for more open air markets, activated high streets, and events and activities in market towns and villages which will support visitor economy vitality.
- Targeted support to increase the impact of our vitally important local social economy, including community business, cooperatives and social enterprises.

We must capitalise on the success of our high-tech business clusters to strengthen local entrepreneurial systems, build stronger local supply chains and engage more local firms in R&D and innovation through targeted support programmes, R&D grants, and support to develop innovation infrastructure at local levels

- Greater Cambridge is a jewel in the crown of the UK economy and is the country's driving force for discovery in human science and digital fields, with the world-renowned University of Cambridge as the economy's anchor. It is also a global hub of advanced manufacturing, which increasingly extends into Huntingdonshire, Ely and the Fens with growing investment by supply chain firms seeking well connected locations with sufficient space to grow.
- Greater Peterborough is one of the fastest growing cities in the UK by business and population metrics, and is home to an expanding cluster of green engineering and manufacturing firms, with important supply chain links to the wider Midlands automotive and engineering cluster. Funding for new and improved business support offers, including incubators and accelerators for local enterprise, will see us build upon recent success.
- The Fens is at the forefront of global and UK climate change adaptation, high tech agriculture and environmental management. The Fens is a diverse area playing several roles in the broader CA economy, although currently it has a lower proportion of high-skilled innovation-focused jobs than nationally. We have identified opportunities to support increased exports, R&D and entrepreneurial activity in the region, including for advanced manufacturing via Made Smarter adoption.
- An essential part of supporting more of our businesses to grow and innovate, particularly SMEs, is to ensure adoption of modern digital technologies and practices as a means of raising productivity and higher-skilled employment. Our business support programmes will focus on ensuring businesses are digitally-enabled and have the support required to adopt new technologies and practices.
- As our businesses grow we must also ensure they are able to decarbonise. We will take a whole systems approach to maximise our emerging local strengths in low carbon technologies and services, particularly in The Fens and Greater Peterborough, where local businesses are at the forefront of the UK's net zero transition.

Greater Cambridge is a centre for globally significant innovation. A major opportunity is to support more local businesses throughout Cambridgeshire and Peterborough to form part of the region's innovation ecosystem, spreading activity further and wider.

- GVA and employment in the innovation-based growth sectors is strong and growing – maintaining Cambridgeshire and Peterborough’s role as an economic growth centre. GVA is also growing faster than average in these sectors across the area – at 9.4% compared with 8.6% nationally. Peterborough has the fastest growing GVA at 15%. However, overall productivity across all sectors has fallen slightly by -1.1%, pointing to the need for investment in local R&D, business networks and entrepreneurial ecosystems.
- There is a high concentration of innovation jobs in Greater Cambridgeshire, which contains the highest share of employment in scientific research and development in the country. We have identified opportunities to increase investment in R&D at local levels and, importantly, to support the diffusion of innovation knowledge and activities to other businesses in the region.
- In South Cambridgeshire, 26.9% of jobs are classified as innovation jobs (one of the highest levels in the country), as are 12% of jobs in Cambridge. Huntingdonshire and East Cambridgeshire also have a higher proportion of innovation jobs than the 5.0% nationally, with an increasing presence in and around Ely in East Cambridgeshire. And although Peterborough has a lower proportion of innovation jobs than nationally, there has been an increase of 20% over the last five years, with an increasing number of jobs in Peterborough’s engineering cluster.
- We will capitalise on this strength in innovation jobs to drive employment growth, support the commercialisation of ideas, encourage collaboration throughout the CA region, and accelerate the path to market so that more ideas translate into practice.

Changing consumer sentiment and behaviour resulting from the pandemic has created opportunities for more open air markets, activated high streets, and events and activities in market towns and villages which will support visitor economy vitality.

- The pandemic spurred demand for open air markets with access to locally sourced sustainable produce and places to meet outside in both cities and more rural areas and prompted communities to support local business. This creates an opportunity to provide a focussed programme linked to wider recovery support and assist new and existing businesses to grow sustainably, as well as for funding for the development and promotion of the visitor economy throughout the CA region, including support for local attractions, place branding and tourism products more generally.

Our local social economy, including community business, cooperatives and social enterprises is of vital and increasing importance. Targeted support will increase its impact.

- The pandemic has demonstrated the value of the social economy to community cohesion, the provision of essential services, and opportunities for employment for disadvantaged people and those furthest from the labour market. We have identified opportunities to support the social economy in Cambridge City, East Cambridgeshire, Peterborough and South Cambridgeshire.

Are there any local challenges you face which fall under the **people and skills** investment priority?

The main challenges we face which fall under the People and Skills priority are:

- Low skills attainment levels in Greater Peterborough and The Fens which prevents workers from accessing higher-paid employment, and inhibits business growth
- Progression into HE, FE and apprenticeships is lower than average outside Greater Cambridge so targeted support is needed to help people in employment who are not supported by mainstream provision.
- Our growing population is older than average and ageing faster, while the proportion of working age residents is declining relative to the national picture. Though economic activity rates exceed national averages in all districts bar Peterborough the pandemic, among other factors, has led to an increase in the number of older workers leaving the workforce.

The table below rates performance against UK Shared Prosperity Fund indicators for People and Skills for Cambridgeshire and Peterborough's six local authorities, comparing performance against the nation. Key points are elaborated on below.

Figure 7. Summary of evidence for CPCA LA performance against 'People and Skills' indicators

Indicator	Cambridge	East Cambs	Fenland	Huntingdonshire	Peterborough	South Cambs	England
Employment rate - aged 16-64 (2021)	80.5	83.6	74.7	77.4	74.9	81.2	75.1
Employment rate - aged 16-64 (5 year change)	3.3	8.2	0.8	-2.8	0.2	-1.6	0.9
% aged 16-64 who are self employed (2021)	3.5	11.4	8.6	6.4	8.0	8.5	9.5
% aged 16-64 who are self employed (5 year change)	-7.7	-6.3	-5.8	-1.6	0.5	-3.5	-1.3
Unemployment rate - aged 16-64 (2021)	2.6	4.1	7.3	2.0	2.5	4.4	4.6
Unemployment rate - aged 16-64 (5 year change)	-0.6	-3.2	1.3	-0.7	-3.1	2.7	-0.4
% who are economically inactive - aged 16-64 (2021)	17.4	12.8	19.3	21.0	23.2	15.1	21.3
% who are economically inactive - aged 16-64 (5 year change)	-2.8	-5.9	-2.1	3.4	2.4	-0.7	-0.6
% with NVQ4+ - aged 16-64 (2021)	63.4	34.9	17.4	37.6	36.0	62.7	43.1
% with NVQ4+ - aged 16-64 (5 year change)	-3.3	1.4	-3.4	2.6	8.8	11.5	5.3
% with NVQ3 - aged 16-64 (2021)	14.3	27.3	24.3	23.0	22.6	14.7	18.2
% with NVQ3 - aged 16-64 (5 year change)	3.2	4.7	5.5	4.3	7.8	-0.8	-0.7
% with NVQ2 - aged 16-64 (2021)	13.4	18.0	20.4	17.5	15.3	9.8	16.9
% with NVQ2 - aged 16-64 (5 year change)	8.1	-4.5	0.5	-0.7	-2.6	-6.4	-0.6

% with NVQ1 - aged 16-64 (2021)	3.1	13.4	9.9	13.0	11.6	6.7	9.6
% with NVQ1 - aged 16-64 (5 year change)	-3.1	1.7	-15.8	-1.9	-2.7	-3.5	-1.7
% with no qualifications (NVQ) - aged 16-64 (2021)	3.4	5.0	12.8	6.6	6.6	3.2	6.4
% with no qualifications (NVQ) - aged 16-64 (5 year change)	-0.9	-1.9	5.4	0.7	-7.0	1.0	-1.4

Note: Table shows value rated against the national average. If a local authority performs better than nationally for an indicator, it is highlighted in green, and in red if it performs worse.

Low skills attainment levels in the north of the CA inhibit workers from accessing higher-paid employment.

- Fenland, East Cambridgeshire, Huntingdonshire and Peterborough all have a higher than average proportion of residents whose highest qualification attainment level is NVQ 1, which reflect the five highest employing occupations across the area: sales and retail assistants, administrative occupations, care workers and home carers, elementary storage occupations, and nurses.
- Low skills levels are linked to low wages. There is large disparity in residents' earnings across the area: Peterborough (with Fenland) has the lowest average earnings in the area, at £23,973 compared with £31,673 in Cambridge and South Cambridgeshire.
- Despite progress in recent years, skilled residents in Peterborough and Fenland still have limited job opportunities and progression pathways available to them in the local area. While skills support is crucial to ensuring that workers are well equipped to take opportunities when they emerge, expanding the supply of good jobs in places across the region is equally important to reducing inequalities in wages.
- Fenland, Huntingdonshire and Peterborough all have a higher proportion of the working age population with no qualifications than the national average of 6.4%, and in Fenland the proportion is double the national average at 12.8% of the working age population without qualifications.

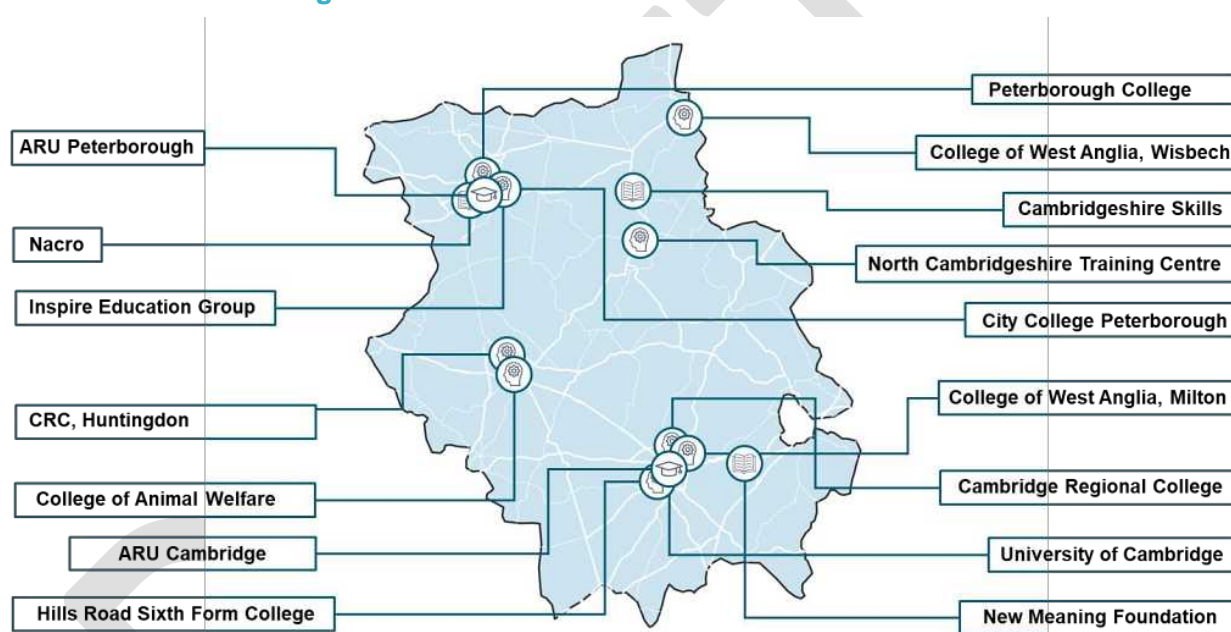
Progression into HE, FE and apprenticeships is lower than average outside of Greater Cambridge, so targeted support is needed to help people in employment who are not supported by mainstream provision.

- Districts across the CA area generally record lower than average rates of progression from school into Higher Education, Further Education and apprenticeships. Current participation in Higher Education varies across the area. Huntingdonshire has 8% of its working population currently participating in HE, compared with 6.7% in Peterborough, 5.6% in East Cambridgeshire, 5.2% in Cambridge, 4.4% in South Cambridgeshire and 3.2% in Fenland.
- As a whole, CPCA recorded a sharper decline in apprenticeship starts between 2019/20 and 2020/21 of -25%, compared with -18% nationally following the introduction of the Apprenticeship Levy. Manufacturing apprenticeship starts declined from 16% in 2019/20 to 11% in 2020/21, but apprenticeship starts in construction, planning and the built

environment doubled from 4% in 2019/20 to 8% in 2020/21, increasing to meet national levels.

- We need to encourage more learners to take-up apprenticeships, particularly those from disadvantaged backgrounds. Support must include personal skills analysis to guide individuals in understanding their opportunities for reskilling, upskilling and retraining, real-world experience through funded internships, and Training Needs Analysis to improve recruitment practices within businesses.
- Limited engagement with post 16/18 education is exacerbated by cold-spots in physical and digital access to FE, particularly notable in the rural areas of Fenland and East Cambridgeshire.

Figure 8. Education institutions and AEB providers across Cambridgeshire and Peterborough



Our growing population is older than average and ageing faster, while the proportion of working age residents is declining relative to the national picture. Though our rates of economic activity remain consistently high across all districts the pandemic, among other factors, has led to an increase in the number of older workers leaving the workforce and transitioning into different jobs.

- Although population growth in the CA area is projected at 2.6% by 2040 against a national projected fall of -13.6%, only two of the local authority areas are projected to grow – Peterborough and Fenland – at 11.7% and 9.1%.
- The working age population in the area is growing more slowly than average at just 0.1%, compared with 1.5% growth nationally. This trend is uneven across the area - only South Cambridgeshire has working age population growth above average, at 2% whereas in

Cambridge and Huntingdonshire the working age population is falling, and faster than the overall projected population change by 2040 (-3.4% and -0.3% respectively).

- Additionally, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire have a higher proportion of the population aged 65+ than the national average, with the proportion increasing at a faster rate than national average over the last five years in all these places. Work habits for older residents are changing as a result of the pandemic, with large numbers appearing to leave the workforce entirely, and others making transitions into different workplaces and career paths.
- These changes in our workforce necessitate provision of an expanded, all ages careers service across Cambridgeshire and Peterborough to support careers information, advice and guidance for all people making transitions into and between employment.

Are there any local opportunities under the **People and Skills** investment priority that you intend to support?

For all the People and Skills opportunities we intend to support, needs based analysis will be utilised to inform the design of projects, the delivery mechanism and deployment on the ground, the targeting of outputs which factors in the potential added costs of achieving the same outputs/outcomes in different parts of the geography, to ensure the projects deliver the impact where there is highest need and inequality within the Combined Authority's whole geography.

The major opportunities for us under the People and Skills investment priority are:

- Boosting core skills and supporting more adults to progress in work, particularly leveraging our strengths in knowledge-based innovative sectors
- Employment and economic activity rates exceed national averages, however substantial increases in Universal Credit claims throughout the pandemic highlight the need for ongoing support for the unemployed and economically inactive
- Providing basic skills support to those furthest from the labour market, including NEETs

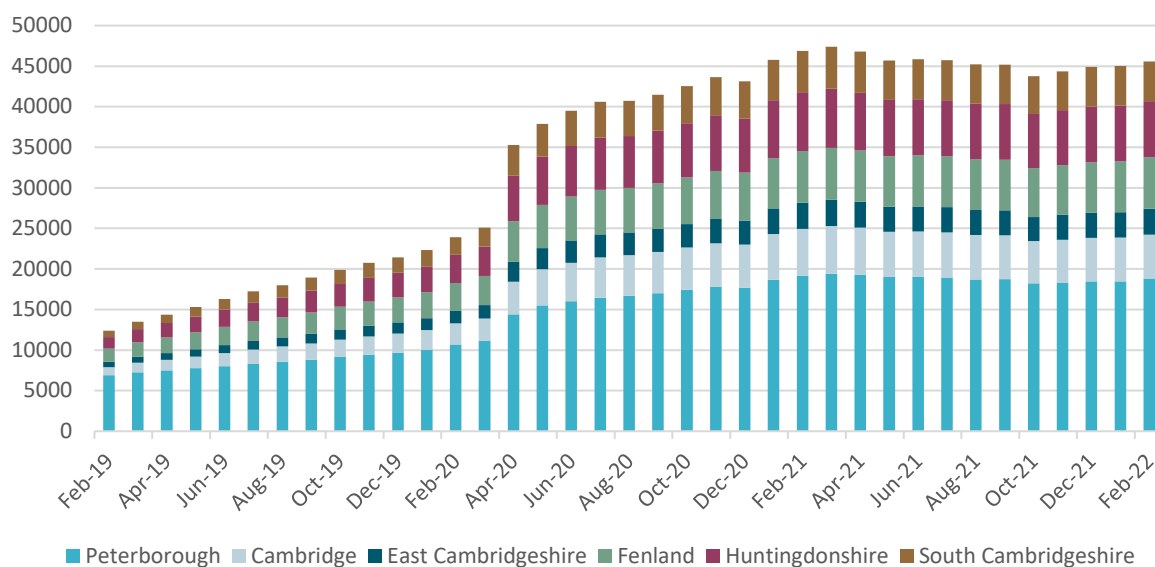
Boosting core skills and supporting more adults to progress in work, particularly leveraging our strengths in knowledge-based innovative sectors

- Employment in innovation-based growth sectors is rising faster in the area than average at 17.4% compared with 6.6% nationally. Clusters of employment in CPCA priority sectors are growing in life sciences in South Cambridgeshire and Cambridge, advanced manufacturing and digital in Peterborough and Cambridge, and AgriTech in Huntingdonshire, East Cambridgeshire and Fenland. This provides opportunities for residents to benefit from growth with the right skills provision and support.
- South Cambridgeshire and Cambridge have some of the highest concentrations of knowledge-based and innovative workers in the country. In Cambridge, 53% of residents are

working in occupations at skill level 4 (jobs which typically require a degree or equivalent period of relevant work experience), compared with 31% nationally.

Employment and economic activity rates exceed national averages, however substantial increases in Universal Credit claims throughout the pandemic highlight the need for ongoing support for the unemployed and economically inactive.

- Of a total population of 860,000, around 405,000 working age residents are in employment, slightly above the national average at 76% compared with 75%. Employment rates are particularly high in Cambridge, South Cambridgeshire and East Cambridgeshire. Fenland and Peterborough are both slightly below the national average.
- Economic inactivity is lower than the national average of 21.3% across all LAs except for Peterborough.
- Our workforce has been resilient throughout the Covid-19 pandemic. However our foundation sectors continue to face recruitment demand issues as a result of Covid-19 and Brexit. For example, retail and hospitality vacancies have risen by 40.2% and construction by 25% from February 2020 to May 2021.
- Overall in Cambridgeshire and Peterborough, job postings in September 2021 were 3% higher than across the UK, and 13% higher than pre-pandemic levels, and higher in every area except Cambridge (-5% lower).
- However, Covid-19 has triggered significant increases in Universal Credit and Jobseekers Allowance claimants, weakening the past strength of the area having below average levels of claimants. Claimants (JSA and UC) has risen by 96%, affecting 4.2% of the working age population, compared with 5.3% nationally between March 2020 and August 2021.
- This, with the raft of changes facing employers in Covid-19 recovery, Brexit, transition to net zero and Industry 4.0, point to a need for life-wide and lifelong learning and careers support, along with strengthened links between employers and providers to support careers advice and education beyond school and outside an educational setting, and a redoubled focus on health and wellbeing.
- We have identified the opportunity via our Regions of Learning programme to provide an on-ramp for people with low skill to access credentials that demonstrate their capability - providing them with opportunity to transition into further or higher education or into work or self-employment. Regions of Learning is currently aimed at young people, but would be expanded to cover all people who are not yet in work - whether they be young, returning to work or simply yet to engage in economic activity.

Figure 9. Universal Credit claimants in C&P districts, Feb 19 – Feb 22

Providing basic skills support to those furthest from the labour market, including NEETs

- The rate of NEETs across the area is relatively low, at 2.5% across Cambridgeshire, and 4.3% in Peterborough, compared with 9.3% across the UK.
- Learner participation in courses funded by CPCA's Adult Education Budget grew from the first year of devolution in 2019/20, from 8,421 to 9,097, this is despite the disruption to learning caused by Covid-19.
- Higher workplace training rates in Peterborough and Fenland (with 25.4% and 27.8% reporting receiving training in the last quarter, compared with 11.9% in Cambridge) demonstrate that residents can, and do, access up to date work experience and skills including digital, technical and soft skills at work.
- However, linked to lower progression from school into FE, HE, and apprenticeships, this also signals that pre-work education is leaving residents in Fenland and Peterborough with gaps in job related, technical, and/or soft skills that employers need, and there is a lack of range in the offer of work-related training from providers.
- This highlights the need to provide one-to-one support to move people closer towards mainstream provision and employment, including providing courses on basic and career skills and work-related training based on employer needs. Extra support will improve skills levels and generate an increase in high quality jobs allowing for an increase in employment.
- Digital inclusion is an important consideration throughout the CA region. There is an important opportunity for us to ensure digital inclusion initiatives improve people's digital skills so that they can use online services, by supporting access, skills, motivation and trust. In more deprived areas IT equipment must be provided as well to ensure access to publicly available computers for more people.

Interventions

In this section, we will ask you about:

- Interventions you've chosen for each year of funding
- Outcomes you want to deliver
- Any interventions that are not listed here
- How these interventions fall under the UKSPF investment priorities, and your rationale for them
- Interventions not included in our list will be assessed before being approved, where you will need to show a clear rationale, how the intervention is value for money, what outcomes it will deliver and how you will monitor and evaluate the intervention. This may include a theory of change or logic chain.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	✓
Jobs safeguarded	✓
Increased footfall	✓
Increased visitor numbers	✓
Reduced vacancy rates	✓
Greenhouse gas reductions	✓
Improved perceived/experienced accessibility	✓
Improved perception of facilities/amenities	✓
Increased number of properties better protected from flooding and coastal erosion	✓
Increased users of facilities / amenities	✓
Improved perception of facility/infrastructure project	✓
Increased use of cycleways or paths	✓
Increase in Biodiversity	✓
Increased affordability of events/entry	✓
Improved perception of safety	✓
Reduction in neighbourhood crime	✓
Improved engagement numbers	✓
Improved perception of events	✓

Increased number of web searches for a place	✓
Volunteering numbers as a result of support	✓
Number of community-led arts, cultural, heritage and creative programmes as a result of support	✓
Increased take up of energy efficiency measures	
Increased number of projects arising from funded feasibility studies	
Number of premises with improved digital connectivity	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.

E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.

E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.

E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.

E5: Design and management of the built and landscaped environment to 'design out crime'.

E6: Support for local arts, cultural, heritage and creative activities.

E7: Support for active travel enhancements in the local area.

E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.

E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.

E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.

E11: Investment in capacity building and infrastructure support for local civil society and community groups.

E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.

E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.

E14: Funding to support relevant feasibility studies.

E15: Investment and support for digital infrastructure for local community facilities.

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE COMMUNITIES AND PLACE LIST?

State the name of each of these additional interventions and a brief description of each of these

No.

Explain how each intervention meets the Communities and Place investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.	
Not applicable.	
Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?	
All bids must also consider how they will deliver in line with subsidy control as.	
Not applicable.	
Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.	
Not applicable.	

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.

Projects delivered within the Cambridge City Council area

- Digital Platform to Build Social and Human Capital in Cambridge (E9, E11):** 2% of clients accessing Cambridge City Council's homelessness advice service are unemployed and the high cost of housing in Cambridge and shortage of affordable housing means that many of our residents who are in low paid or insecure work are constantly at risk of homelessness or are tipped into homelessness due to a change in their lives e.g. relationship breakdown or poor mental health. There are also an unacceptable number of young and older people from disadvantaged backgrounds who have left school with few qualifications who go straight into low paid work with no prospects for progression without an opportunity to retrain or upskill. e.g. Cambridge has the lowest levels of progression at 18 into FE in CA area at just 2.8% compared with 9% nationally and apprenticeships at 4.8% compared with 9.3% nationally, and an educational attainment gap – only 43% of disadvantaged pupils achieved the benchmark in GCSE English and Maths, vs. 75% of children not eligible for free school meals. This is a threat to community cohesion in Cambridge, with the city being named as one of the UK's most unequal cities, eroding pride in place whilst the city continues to contribute to the UK economy via High-tech growth and salaries grow in other parts of the local economy. This project uses crowdfunding as a tool to build pride of place by engaging the community in helping those who are at risk of homelessness and the homeless to achieve their ambition. Building on the work of Cambridge City Council's Homelessness prevention service which has a track record of using digital innovation to tackle homelessness. The project will provide a platform which offers the functionality for local charities and public services to build a supportive and engaged community around a causes or beneficiaries over time and additional resource to help those at risk of homelessness due to low paid insecure work.
- Abbey Community Wealth (E2, E5, E9, E11, E12):** Cambridge has its own significant and worsening levelling up challenges. Overall, the city continues to make a net contribution to national GVA and projections of continued growth in our knowledge intensive sectors, mask the fact that wards in the north and east of the city are some of the most deprived in the UK, with life expectancy being 11 years lower than more affluent areas. According to the Government's Index of Multiple Deprivation (IMD), Abbey ward was in the most deprived 20% of LSOAs in the country in 2019. Abbey benefits from an active and committed community sector and co-ordinated work across the public sector has provided community development and welfare support, however little improvement in the IMD has resulted. The project will pilot a systems approach to community wealth building at neighbourhood level to strengthen community access to services, build pride of place and aspiration and to empower people to achieve their ambitions for themselves and their families. With significant physical regeneration of the area planned over the next decade there is potential to use this as an opportunity to catalyse change and build human and social capital alongside investment in physical infrastructure and community safety approaches.

- **Neighbourhood Improvement Feasibility to accelerate delivery (E14):** This project is based on the need to build resilient neighbourhoods and a balanced local economy through investment in quality places that people want to live and work, focussing on how industrial land and underused spaces could further enhance community and place. The lack of commercial space in Cambridge is pushing businesses out of the city, increasing rents to levels which essential service industries and small businesses cannot afford, leading to poor perceptions of the Cambridge business environment. Many of Cambridge's existing industrial estates are part of local neighbourhoods, contribute to the vibrancy and quality of life, job creation and place making. However, some are not fit for purpose in terms of meeting the needs of new industrial uses, meeting future environmental standards or offering good integration with nearby housing and public spaces. Cambridge City Council has property and landholdings on many of these estates, which provides an opportunity to curate future uses and carry out strategic feasibility work to leverage investment into sites for projects that otherwise would not be commercially viable. We are also owners and stewards of culturally significant buildings in the city which if restored and sensitively developed can offer unique and distinct spaces for business and community use. Subject to the results of feasibility, two of these studies would facilitate delivery within 2-3 years with longer term masterplan looking to deliver within 5-8 years as leases fall although phasing could see some development come forward sooner.

Projects delivered within the East Cambridgeshire District Council area:

- **Explore East Cambridgeshire (E4, E6, E7, E8):** Marketing of East Cambridgeshire as a place to visit and explore. Develop the 'Explore' brand digitally through Web, App and other hard assets. Develop a network of street/road signage and connected map/wayfinding assets such as Tourist information collateral. Carry out market analytics to develop and define marketing strategy that connects East Cambridgeshire as a place/destination for tourists, visitors and residents. Promote and flag green space/ wildlife areas, cultural and heritage centres, sustainable travel links and points of interest. Connect promotional place marketing activity with other UK regions, stakeholders such as rail networks and connected partners. Provision of pilot interactive digital assets (touch screens).

Pride of Place Grant Scheme (E3, E9): To enable Parishes to create local green spaces that local residents are proud of and can access to improve their health and well being. The funding would be split into two projects:

1. A small-scale community nature related grants fund, supporting applications of £250-£2,500. The pot could be split into revenue and capital, depending on the grant required and project proposed.
2. A Project to appoint a person for one year who will develop a 'Community Champions' programme, which recruits and trains local volunteer people to enable them in turn to lead nature recovery projects where they live, and also training and advice, opportunities for skills development, and networking opportunities that enable

knowledge sharing and information exchange for communities across East Cambridgeshire (and potentially beyond).

- **Sustrans Cycle Route Feasibility Studies (E14):** Commission Sustrans to produce 5 route feasibility studies to support funding bids for new cycling routes in East Cambridgeshire. These studies are an important step forward in making the case for future investment as they will ensure that we have developed proposals to put forward when funding is announced. They also put the Council in a strong position during developer negotiations to ensure that new development is designed to support and deliver active travel measures.

Projects delivered within the South Cambridgeshire District Council area:

- **Develop a South Cambridgeshire Brand/Identity (E8):** Create a 'South Cambridgeshire Brand'. This would involve cost of concept, design and implementation of signage in prominent locations in South Cambridgeshire. Funding would also include marketing/promoting identity/brand and would include South Cambridgeshire promotional video/s, social media promotion etc.
- **Improving South Cambridgeshire High Streets (E1):** SCDC would consult with parish councils and residents of our 8 larger High Streets, in partnership with parish councils and community building/village hall committees and land owners implement changes agreed on dependant on consultation.
- **Rural Hub Development (E1, E14):** In this project we would work closely with parish councils, CambsAcre and local businesses to launch and support events and activities within communities (for example Arts and Culture, Skills, Environmental events) At the same time, we would ensure that businesses are invited to trade and can benefit from increased visitor numbers. An early illustrative case study is new town Northstowe where a community café is run. During opening hours, local businesses are invited in to come and trade. Funding would be allocated towards event costs such as marquee hire, creating arts materials, promotion cost etc. Indicative funding allocated towards 6 events (£10,000 per event) in areas of greatest deprivation in South Cambridgeshire.
- **Community gardens and greenspaces (E3, E7, E9, E13):** This project will allow communities in areas of identified need to acquire, design, build and maintain community parks and growing spaces with professional support and coordinated community action. Two projects will be supported per year to deliver high quality greenspace which will enhance civic pride, improve community cohesion and bring measurable health benefits.
- **Northstowe Community Centre (E7):** Financial contribution towards supporting community, business and resident amenities/provision in healthy new town Northstowe. There are two anchor buildings the Council must build for the Enterprise Zone to be successful i.e. they will serve the needs of those employed there as well as the resident community. Ambitious, exemplar and true to our net 0 objectives, these buildings will become lynchpin place-making markers jumpstarting the masterplan and setting the tone, feel and vision for EZ development in its entirety.

Projects delivered within the Fenland District Council area

- **ASB (E4, E6):** Working with Blackfield Creatives, Clarion Housing, Clarion Futures, local schools and the police to develop creative and engaging ways to divert young people from ASB.
- **Safer Wisbech - Addressing perceptions of low level crime and ASB in Wisbech (E6, E9, E14):** Following public consultation Wisbech has been identified as an area where residents feel 'unsafe' and therefore the Safer Wisbech group has been formed including partners such as Clarion, Cambridgeshire Police, Fenland District Council and Cambridgeshire County Council. Three projects have been identified to work with young people using detached youth work as well as art/culture activities to divert them from ASB. Using these relationships and connections with young people the Safer Wisbech group would work with partners to work with young people over the next three years to develop innovative ways to encourage other young people away from crime and ASB. Working with the Community Safety Partnership we would fund various projects over the next three years to address this issue. Some additional things the group will be looking at over the next three years include:
 - Re-evaluating peoples fear of safety after three projects are complete later this year.
 - Funding 3 more projects over the next three years to engage with our communities and divert people from ASB and crime.
 - Engage young people in projects and involve them in design processes. Utilising opportunities for restorative justice working with the police following ASB incidents where property is damaged and allowing community partners opportunities to engage with offenders or perceived offenders of ASB and low-level crime.
 - Build in budget to act on engagements e.g. funding for our young people to highlight gaps in provisions and help set something up.
- **Amplifying Community Arts and Culture (E6, E9, E14):** The local creative and culture steering group would utilise the funding to engage local creative providers to develop more opportunities for the local community to engage in creative activities. This work would include upskilling the creative community with regard to communication and advertising of creative opportunities to ensure activity remains sustainable through an increased number of attendees. further the project will upskill the creative community with regards to grant funding - both searching for and applying successfully for such funding to further amplify what is available to Fenland's local community. A small capital funding element will be used to purchase necessary assets used for display and performance purposes; these to be available to the creative community across Fenland to facilitate community activities.

Projects delivered within the Peterborough City Council area

- **Local resilience: flood and climate risks (E2, E3):** This proposal seeks to fund the development of an adaptation plan for Peterborough to address the predicted local impacts of climate change, ensuring health, financial stability of residents and businesses, delivery of public services and protection of the local environment including both natural and built environments. The adaptation plan will focus on activity to be undertaken across the city, and may feature actions for a number of stakeholders and/or co-led projects. The development of this adaptation plan will be undertaken by external consultants following a procurement exercise. Officers across the council and external stakeholders will be invited to develop the scope of the adaptation plan.
- **Community Carbon Literacy (E9, E12, E13):** This proposal seeks to fund the development of an adaptation plan for Peterborough to address the predicted local impacts of climate change, ensuring health, financial stability of residents and businesses, delivery of public services and protection of the local environment including both natural and built environments. The adaptation plan will focus on activity to be undertaken across the city, and may feature actions for a number of stakeholders and/or co-led projects. The development of this adaptation plan will be undertaken by external consultants following a procurement exercise. Officers across the council and external stakeholders will be invited to develop the scope of the adaptation plan.
- **Lincoln Road Regeneration (to confirm):** This is a £2m Towns Fund project to rejuvenate the Public realm in the Millfield area of Peterborough. This element of the project would support the capital infrastructure elements and add additional value by supporting a community art project to create a sense of pride in the local community.
- **Youth Zone for Peterborough (to confirm):** OnSide Youth Zones aren't youth centres as you may know them. These are inspirational hubs of energy and support packed with state-of-the-art facilities. They're a message to young people that someone really believes in them and has invested in their future. OnSide work in partnership with local authorities, young people, communities and the private sector (including businesses and philanthropists), OnSide puts in place five key foundations to create a new local charity which will go on to support thousands of young people for years to come. Youth Zones are:- Open 7 days a week, Open to all young people, Kitted out with state-of-the-art facilities, Staffed by skilled and dedicated youth workers, Over 20 activities on offer each session, Provide targeted support with an entry fee of 50p.

Projects delivered within the Huntingdonshire District Council area

- **Active Travel Feasibility Studies (E7, E14):** Commission to produce up to five route feasibility studies to support future external funding bids for new sustainable travel routes across Huntingdonshire.
- **Ramsey Great Whyte Improvements (E1):** HDC have submitted a CPCA LGF bid to deliver improvements to the Great Whyte High Street in Ramsey, a project consisting of two complementary elements that will significantly enhance the overall physical, economic, and social vitality of this section of the Great Whyte. The first element includes a proposed

new Market / Agriculture Produce Hub delivering up to 10 retail units for local producers, retailers and businesses in appropriate dedicated retail space appropriate for twenty first century agri-food producers, and the second element is for delivery of circa 600 m2 public realm improvements wrapping around the Produce Hub. This revenue investment will provide funding for the first three years to promote the facility, to support community development and events and activities.

- **Vibrant Communities (E4, E6, E8):** Revenue funding to support events (arts, culture, skills, seasonal & environmental events) in town centres and large villages as part of a wider package of activity to increase footfall. This is linked to a broader range of capital focussed interventions.
- **Visit Huntingdonshire (E2, E4, E8):** Visitor economy promotion to build on increased footfall and tourism previously achieved through the Welcome Back Fund. Potential to include promotion of existing farmers and artisan markets; further development of a new high street pop-up retail experience, marketing and promotion of the countryside, heritage assets, waterways and sporting activities of the district to drive footfall and tourism.
- **Community-based Employment and Skills (E9, E11):** Employment & Skills Support engaging economically inactivity via key community nodes, such as food hubs, via housing associations, providing tailored and targeted support, including focus on mental health & wellbeing, volunteering as a route to employment and progression pathways to further develop skills and employment through existing mainstream provision.

Projects delivered across all of Cambridgeshire County

- **Scrap It Research Pilot (E2, E5, E9, E11):** SCRAP IT is a group set up specifically to tackle Fly Tipping within communities with representatives from all the local councils from Cambridgeshire and Peterborough, as well as the NFU, CLA, Police and the Environment Agency. This group reviews fly tipping activity and shared best practice for enforcement. Each District will be provided with access to a unique research pilot looking at the causes of small scale fly tips in urban environments with the research being carried out by the University of Cambridge as well as signage, barrier tape and monitoring equipment.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

No

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

It is proposed that a detailed assessment of Subsidy Control will be carried out on each project via an external subsidy control expert. Where procurement is part of the project deliver this will be in

line with all current regulations and will be monitored by the central team at the CPCA if being managed by individual local authorities and organisations.

The grant agreements include a requirement that all funds are subject the Subsidy Control checks.

Cambridgeshire and Peterborough Combined Authority (CPCA) and its constituent Local Authorities will analyse all funding awards to individual project delivery organisations and the beneficiaries of those projects to ascertain compliance with the proposed new UK Subsidy Control Bill measures.

Where any subsidy is found in relation to any UKSPF grant being issued the Combined Authority and its constituent Authorities will determine whether it is permissible under current rules, then either decide to proceed but notifying reasons through the Government subsidy database or work with the project to adjust delivery to comply with subsidy control measures, or if required refuse the funding to the project and divert into another project.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	✓
Jobs safeguarded	✓
Increased footfall	✓
Increased visitor numbers	✓
Reduced vacancy rates	✓
Greenhouse gas reductions	✓
Number of new businesses created	✓
Improved perception of markets	✓
Increased business sustainability	✓
Increased number of businesses supported	✓
Increased amount of investment	✓
Improved perception of attractions	✓
Number of businesses introducing new products to the firm	
Number of organisations engaged in new knowledge transfer activity	
Number of premises with improved digital connectivity	
Number of businesses adopting new to the firm technologies or processes	
Number of new to market products	
Number of R&D active businesses	

Increased number of innovation active SMEs	
Number of businesses adopting new or improved products or services	✓
Increased number of innovation plans developed	✓
Number of early stage firms which increase their revenue following support	✓
Number of businesses engaged in new markets	
Number of businesses engaged in new markets	
Number of businesses increasing their export capability	
Increased amount of low or zero carbon energy infrastructure installed	✓
Number of businesses with improved productivity	✓
Increased number of projects arising from funded feasibility studies	
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.

E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.

E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.

E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.

E20: Research and development grants supporting the development of innovative products and services.

E21: Funding for the development and support of appropriate innovation infrastructure at the local level.

E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.
E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.
E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.
E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.
E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE SUPPORTING LOCAL BUSINESS LIST?

State the name of each of these additional interventions and a brief description of each of these

No.

Explain how each intervention meets the Supporting Local Business investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

Not applicable.

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Not applicable.

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Not applicable.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.

Projects delivered within the Cambridge City Council area

- Business Resilience - small business resilience, productivity and sustainability:** The Cambridge economy has had mixed fortunes since the COVID crisis first hit in 2020. Our Life Science and High Tech clusters and wider knowledge intensive industries have experienced growth and remain on a growth trajectory resulting in overall employment growth in Greater Cambridge, albeit at a slower rate than pre-pandemic. However, employment in service and non-knowledge intensive foundation sectors has declined with the largest drop observed for 'Other services' – e.g. hotels, pubs and restaurants. (Greater Cambridge Employment Update, Centre for Business Research, University of Cambridge, Cosh/Caselli Feb 2022). Our city centre vacancy rates have risen to 9% which is lower than the national average, but hospitality and retail and the wider visitor economy suffered major losses during lock downs and are still recovering and adapting to changes in consumer behaviour, impacts of hybrid working, the major decline of international visitors and continue to grapple with cost inflation and uncertainty created by the cost of living crisis and the global situation in Ukraine and Brexit impacts. Wider research by Grant Thornton into the local economy also revealed a difference in the resilience of growth orientated SMEs versus larger corporates in that SMEs did not have the capacity to access borrowing in order to ride the storm/grasp opportunities and local Chambers of Commerce are reporting that SMEs across the board are now considering job losses in order to survive. In Cambridge we have a rich innovation eco-system to foster growth in our Knowledge Intensive sectors and a vibrant business network community for businesses of all sizes. However, there is a need for on the ground support which this project will provide via provision of 1:1 support to local businesses in our wider service economy, most impacted by COVID and struggling with rise in cost of doing business, to improve productivity and safeguard jobs across the city. Signposting and support to access services provided by Growth Works to increase productivity and uptake of adult education and skills
- Greater Cambridge Visitor Economy / Markets and Tourism Development:** Developing the Economic, Environmental and Social Impact of the visitor economy through local markets and visitor economy development to contribute to place making in new communities and city centres and address impacts of decline in international tourists. Visitor economy and markets development programme including: Current markets Economic and Social impact assessment and development plan; Start Up and Growth Programme for existing and new Market Traders linked accredited training by the environmental health team, support on carbon reduction and social impact; use of meanwhile space and market stalls as route to market; marketing and destination promotion to drive footfall and wider tourism development plan.
- Green Business Grant Programme:** Although emissions in Cambridge per capita fell by a third over the last 10 years, in the driest part of the UK we face increased flood risk; water shortages and droughts; and higher summer temperatures and the region has 6 years left of UK's 2050 emissions allowance. Cambridge City Council has worked with local

businesses over the past 5 years to reduce their carbon footprint as part of our commitment to addressing Climate Change. From our work we know that local SMEs struggle to prioritise the practical steps they can take to decarbonise their businesses and although there is a plethora of free advice and the strong incentive to reduce energy bills and waste caused by rising energy prices, they also need direct support and access to revenue grant funding for advice to develop and implement net zero plans. This project will therefore offer Grants for Net Zero Planning advice and capital match funding grants to support SMES in Cambridge to reduce carbon emissions and improve productivity by reducing energy costs. Grants for Net Zero Planning advice and capital grants continuation to support SMES in Cambridge to reduce carbon emissions and improve productivity by reducing energy costs.

Projects delivered within the East Cambridgeshire District Council area

- **Business Growth Fund:** Develop a local business grants fund to provide support for growth enhancing initiatives, introduce new technologies, support research and development and to enable businesses to become more energy efficient and low carbon. Focus of the fund will be on start up – step up and smaller firms with less than £5.0m t/o. Follows on from ECDC similar programme which has been highly successful with output of developing innovation and creating employment/skills as part of grant funding arrangements with applicants.
- **Local Enterprise Support Scheme:** Whilst there is plenty of business advice services and practical support for businesses, employers, job seekers and other stakeholders further afield, there are currently significant gaps in provision of such services in our district. Building on the newly formed Ely Skills and Employment Hub, in collaboration with the BIPC and Library services, we will further develop points of access for skills development, apprenticeships and business support at a community level in libraries across East Cambridgeshire. They will provide advice, support and mentoring to the community, including existing businesses and those looking to start a business. Integral to this programme will be support provided to the Business and IP Centre which currently offer services within East Cambridgeshire and works with neighbouring LA's and their business communities. BIPC also fills the gaps in support provided by growth works by providing additional vital market intelligence/data and support services to earlier stage new start ups, start ups and SMEs. This is of particular importance within our district.

Projects delivered within the South Cambridgeshire District Council area

- **Green Business grant programme - net zero accelerator:** Work has commenced this year with SCDC officers engaging with businesses to understand their knowledge and steps that can be taking to reduce their carbon footprint. Many are faced with rising fuel/energy costs concerns and this scheme could help accelerate their move towards carbon net zero by providing match funding to help them on their journey, which will also help by reducing longer term energy bills.
- **Greater Cambridge Visitor Economy and Markets Development:** Visitor economy and markets development programme including: Current markets Economic and Social impact

assessment and development plan; Start Up and Growth Programme for existing and new Market Traders linked accredited training by the environmental health team, support on carbon reduction and social impact; use of meanwhile space and market stalls as route to market; marketing and destination promotion to drive footfall and wider tourism development plan.

- **Grant scheme to support new start-ups:** Micro/SME make up around 95% of the businesses in South Cambridgeshire. Whilst there is plenty of business advice and practical support for new start-ups in this sector, there is currently a gap in Growth Works funding eligibility criteria to help get these businesses off the ground, which is postcode specific in not supporting CB micro start-ups. This scheme would look to support new start-ups with the view to aligning some businesses with the opportunity to utilise space in South Cambridgeshire Hall (Council Office) for 3/6/12 months to help them at the very beginning of their journey. Support would also be available for businesses looking to set up within the retail/hospitality and leisure sectors.
- **BIPC support for under represented groups:** Business and IP Centre currently offer services from Cambridge and Peterborough Libraries, and work with neighbouring LA's supporting businesses in Huntingdon, Ely and Wisbech through hubs. They fill additional gaps in support provided by growth works by providing additional vital market intelligence/data and support services to earlier stage new start ups, start ups and SMEs. They have had successes particularly in supporting new start ups in the under represented Female/ethnic minority groups. Working with SCDC Business Support and Development team, this scheme would be to provide in person appointment 1-2-1 support 1-2 days a month from our Cambourne Hall premises culminating to help businesses right from concept to those looking at growth. The funding also encompasses the launch of a 20k grant scheme competition to support 4 new start ups run by females/ethnic minority groups.

Projects delivered within the Fenland District Council area

- **Fenland - Investment in Business:** This project will provide access to the appropriate expertise and pump-priming grant funding for Fenland businesses to drive local economic growth, productivity, R&D, energy saving and business innovation to secure access to market opportunities. The project will proactively prioritise sectors that are important drivers for economic growth in Fenland including food processing and its supply chain, distribution and precision engineering sectors, however, there will be no sectoral restrictions for the project. The project will bring together all the best practice learned delivering recent grant based projects. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards. We will seek the involvement of the North Cambridgeshire Place Development Board in assessing grant bids. Moreover, the project also includes providing the administrative support to assist the incipient North Cambridge Place Development Board in putting local business development at the core of its work. The project is designed to deliver on the

Council's corporate objective of supporting economic growth and is one of the key workstreams in the Council's refreshed Economic Growth Strategy 2022-2025.

Projects delivered within the Peterborough City Council area

- **Culture Alliance:** The new Cultural Strategy for Peterborough, developed with partners, is needed to assist growth plans, encourage investment and promote community and economic development. This is a 10-year strategy that will be a live developing piece of work using a micro-site to share the consultation process, emerging recommendations and commissions to date. Peterborough's cultural infrastructure has come a long way in the last decade. The Culture Forum, the multiple examples of independently driven work of creative practitioners, the impact of Peterborough Presents and new National Portfolio organisations working in the city, the audience loyalty for the theatres, music venues and heritage assets are all crucial. Now we need to build a stronger platform for the future: one which promotes the area, helps artists to grow, brings communities together and enables everyone to take part. This project will deliver an effective, inclusive body which provides the structure to strengthen the broad cultural infrastructure of Peterborough and positions the area to maximise both financial input and the quality and range of cultural life. The Alliance needs to be supported by a small team, including a Director role and two FTEs to facilitate activities, including one with a focus on engaging young people.
- **Peterborough Digital Incubator:** Peterborough Digital Incubator would be a virtual programme, delivered online and through the use of facilities such as the ARU Peterborough Living Lab and The Vine, providing much needed support to students, entrepreneurs, and early stage businesses with digital specialisms. It would do this through the provision of networking, events, workshops, seminars, and mentoring designed to increase the business acumen of participants, and support them regarding the continued development of their technical expertise as well as providing mechanisms to improve access to finance. It would also provide a service introducing students with digital expertise into businesses from outside the digital sector in order to assist those students in increasing their employability and finding employment opportunities, as well as increasing the digital literacy of those businesses, assisting them to improve the productivity and competitiveness through the adoption of new products, services, and processes.

Projects delivered within the Huntingdonshire District Council area

- **Reaching for net zero implementation:** Huntingdonshire businesses are increasingly concerned with rising energy costs and the environmental impact of their operations. SMEs require expert support in understanding how they can take steps to reduce their carbon footprint, increase efficiencies and lower their utilities costs. This project will support SMEs with a diagnostic programme delivering knowledge and expertise, a bespoke net zero plan with a capital contribution grant for implementation.
- **Start-up and Entrepreneurship programme:** There is a gap in the market of current business support for entrepreneurs in pre-start-up and early stage ventures. HDC will implement a programme of intensive series of workshops designed to help candidates

through the process, equipping them with the skills and knowledge they need to apply for funding and launch their new business idea. Through interactive sessions, they will learn about everything from developing a business plan to marketing their new venture. With the expert guidance on offer, they will have everything they need to take those first vital steps towards setting up their own business.

- **BIPC Support:** Business and IP Centres across Cambridgeshire and Peterborough Libraries provide vital market intelligence/data and support services to earlier stage new start ups, start ups and SMEs. They have had successes particularly in supporting new start ups in the under represented Female/BAME groups. HDC would seek to support this with a bespoke funding competition to support 4 new start ups in the female/BAME sector.
- **Manufacturing Digitisation:** Manufacturing is the foundation sector for the Huntingdonshire economy. This project seeks to improve productivity and efficiencies of local SMEs. Through a partnership with MAKE UK we have a dedicated manufacturing sector workstream to support the digitisation and supply chain development for our local economy. Providing 12 hours free consultancy to provide diagnostic and consultancy advice on integrating new technologies for Industry 4.0. Supply chain resilience and UK centric focus to support volatility in global supply chains post Brexit and pandemic.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

No

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

It is proposed that a detailed assessment of Subsidy Control will be carried out on each project via an external subsidy control expert. Where procurement is part of the project deliver this will be in line with all current regulations and will be monitored by the central team at the CPCA if being managed by individual local authorities and organisations.

The grant agreements include a requirement that all funds are subject the Subsidy Control checks.

Cambridgeshire and Peterborough Combined Authority (CPCA) and its constituent Local Authorities will analyse all funding awards to individual project delivery organisations and the beneficiaries of those projects to ascertain compliance with the proposed new UK Subsidy Control Bill measures.

Where any subsidy is found in relation to any UKSPF grant being issued the Combined Authority and its constituent Authorities will determine whether it is permissible under current rules, then either decide to proceed but notifying reasons through the Government subsidy database or work with the project to adjust delivery to comply with subsidy control measures, or if required refuse the funding to the project and divert into another project.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.	
Outcome	Tick if applicable
Number of economically inactive individuals in receipt of benefits they are entitled to following support	
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	✓
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	
Number of people sustaining engagement with keyworker support and additional services	✓
Number of people engaged in job-searching following support	✓
Number of people in employment, including self-employment, following support	✓
Number of people sustaining employment for 6 months	
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training	✓
Increased number of people with basic skills (English, maths, digital and ESOL)	
Fewer people facing structural barriers into employment and into skills provision	✓
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	✓
Fewer people facing structural barriers into employment and into skills provision	✓
Number of people gaining a qualification or completing a course following support	✓
Number of people gaining qualifications, licences, and skills	✓
Number of economically active individuals engaged in mainstream skills education, and training.	✓
Number of people engaged in life skills support following interventions	✓

Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	✓
Multiply only - Increased number of adults achieving maths qualifications up to, and including, Level 2.	
Multiply only - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE PEOPLE AND SKILLS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.

E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.

E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.

E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-community support to provide users with the confidence and trust to stay online.

E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses.

E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that cannot be met through mainstream funding.

E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE PEOPLE AND SKILLS LIST?

State the name of each of these additional interventions and a brief description of each of these

No.

Explain how each intervention meets the People and Skills investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

Not applicable.

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Not applicable.

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Not applicable.

ENGLAND ONLY: People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. If you have not identified a suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Yes

Describe the projects for 2024-25, including how they fall under the People and Skills investment priority and the location of the proposed project.

Projects delivered within the Cambridge City Council area

- **Cambridgeshire and Peterborough Region of Learning:** The Region of Learning is a digital, evidenced based approach to engaging young people from less advantaged backgrounds to reduce inequality and improve social mobility. It is an interactive web portal, digital app, and smart card that together provides young people with a 'universal passport to learning, skills and opportunity'. It has been specifically designed to support a system-wide and evidence-based approach to improving outcomes for children and young people that utilises existing local authority assets and new technologies. In addition to the Holistic Online skills support incorporating Growth Works with Skills (GWwS) and Region of Learning described below, the Cambridge specific project will address the city's local market needs by engaging young and disadvantaged people with up-to-date information on growth sectors, occupations and sought-after skills by working with employers who are actively recruiting to create accessible digitally badged pathways to businesses, sectors, or job roles where there are high rates of unfilled vacancies and skills shortages.

Projects delivered within the East Cambridgeshire District Council area

- **Digital Inclusion Scheme:** Digital inclusion initiatives to help improve people's digital skills so that they can use online services. The scheme will address the main challenges that people face to going online:
 - access - the ability to go online and connect to the internet
 - skills - to be able to use the internet
 - motivation - knowing the reasons why using the internet is a good thing
 - trust - a fear of crime, or not knowing where to start to go online.

We will also provide IT equipment to areas that do not have publicly available computers.

Projects delivered within the South Cambridgeshire District Council area:

- **CPCA Skills Collaboration & Regions of Learning:** SCDC operational implementation of the CPCA Employment and Skills Strategy, and the Region of Learning project within the City.

Projects delivered across all of Cambridgeshire and Peterborough

For the projects outlined below, needs based analysis will be utilised to inform the design of projects, the delivery mechanism and deployment on the ground, the targeting of outputs which factors in the potential added costs of achieving the same outputs/outcomes in different parts of the geography, to ensure the projects deliver the impact where there is highest need and inequality within the Combined Authority's whole geography.

- **Holistic Online skills support incorporating Growth Works with Skills (GWwS) and Region of Learning:**
 - Growth Works with Skills was designed to deliver an alternative to the traditional skills brokerage models, using a Maturity Index and consultative conversations to connect employers and individuals to opportunities that enable growth. Continuing

Growth Works with Skills, maintaining the Digital Talent Platform with access to resources, diagnostic tools, vacancy listing and candidate matching will maintain support for employers large and small across all six districts. Integrating Regions of Learning will provide an on-ramp for people with low skill to access credentials that demonstrate their capability - providing them with opportunity to transition into further or higher education or into work or self-employment. Regions of Learning is currently aimed at young people, but would be expanded to cover all people who are not yet in work - whether they be young, returning to work or simply yet to engage in economic activity. The Regions of Learning platform will continue to develop online credentials via Open Badges, and host opportunities, such as internships and early careers vacancies, on the Talent View platform.

- Continuing the work with EmsiBG, the Skills Extractor will be used to create common language between employer, education provider and individual to link into work around careers ladders and, potentially, an all age careers service. Activity to support NEETs will be focussed on providing destinations for those already well served by existing providers in CPCA, and we will seek to integrate additional providers to offer progression into technical and vocational learning routes, including Traineeships, T-Levels and Apprenticeships - as well as independent training providers and others providing non-accredited short courses that support progression into, and within, the workplace.
- Critically, and unlike traditional skills brokerage services, Growth Works with Skills is a proactive service, driving demand and generating interest in training and apprenticeships, without a single training or apprenticeship product to sell. Growth Works with Skills is the honest broker - taking a principled approach, using evidence to identify the solution that is most likely to work for the employer; meanwhile creating opportunity for individuals committed to learn, and employers committed to their development. Through a combination of online, automated access to support and resources and a key account management approach that encourages deep and ongoing conversations, Growth Works with Skills provides a 'no wrong door' approach to all employers of all sizes, across all sectors and all geographies of Cambridgeshire & Peterborough - by incorporating Regions of Learning we feed the talent pipeline that employers are seeking and link it with existing academic and vocational opportunities to showcase an end-to-end skills journey for Cambridgeshire & Peterborough Residents, irrespective of their age, employment status or skill level.
- **Supported Internships across Cambridgeshire & Peterborough:** Working closely with key stakeholders this project will identify those individuals most in need. There will be three main activities:
 - Personal Skills Analysis to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition into or back into work

following an extended period of economic inactivity; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role.

- Delivering real-world experiences of work through funded internships. Funding will be provided to employers to provide new work opportunities. To support these internships activities will include: Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' for the host organisation.
- Training Needs Analysis to identify re-skilling, up-skilling and inclusive recruitment practices within a business. This will include working with (1) businesses to identify skills development opportunities and inclusive recruitment practices to meet skills shortages, and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.
- **All Age Careers Service across Cambridgeshire & Peterborough:** Working within the current funding boundaries of the National Careers Service (NCS) and the Careers and Enterprise Company (CEC), the service would be expanded to support careers related learning in primary school settings. Primary provision would mirror the employer engagement element of the CEC contract allowing for sustainable relationships to be developed.
 - We will use new technology to align the service offering and allow for individuals to navigate career transitions. Digital tools and data will be a key focus to the service and will act as the digital thread to tie the provision together. Employers will be front and centre of the service and a holistic approach will be taken to the relationship to ensure it is maximised at all points. Both CEC and NCS have resources that are suitable for multiple audiences, yet rarely capitalised on outside of their target market. For better value to the public placing these resources in a central location will allow multiple service users to access and benefit from them.
 - Employers will be at the heart of the enhanced provision offer; the CPCA have successfully delivered the Mid-life MOT programme on behalf of DWP which maximised stakeholder relationships and took a holistic approach to health, wealth and working lives. Not only will employers drive the development of CEIAG within schools, they will be encouraged to support their own workforce. Best practice identified from the CEC contract will be applied to the delivery of NCS provision.
 - Tackling bias, raising awareness and promoting the service will support the cultural changes that are needed to tackle some of the misconceptions around careers education and guidance. A localised campaign will be launched working with key stakeholders that seeks to increase awareness of technical routes, whilst tackling bias within the education setting and with parents.

<ul style="list-style-type: none"> Enhanced provision would be offered to schools allowing them to access provision such as workshops, STEM events, employability skills etc. The NCS L6 careers advisor provision would be expanded to year 11 students to support their decision-making process. The CPCA is responsible for the delivery and outcomes of the Careers Hub and CEC contract and has a close working relationship with NCS in the region. Using our influence, delivery of NCS in Cambridgeshire and Peterborough will be aligned to the All Age Careers Service breaking the traditional mould delivered through the rest of the East of England. 	
<p>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?</p> <p>All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.</p>	
<p>No.</p>	
<p>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</p>	
<p>It is proposed that a detailed assessment of Subsidy Control will be carried out on each project via an external subsidy control expert. Where procurement is part of the project deliver this will be in line with all current regulations and will be monitored by the central team at the CPCA if being managed by individual local authorities and organisations.</p> <p>The grant agreements include a requirement that all funds are subject the Subsidy Control checks.</p> <p>Cambridgeshire and Peterborough Combined Authority (CPCA) and its constituent Local Authorities will analyse all funding awards to individual project delivery organisations and the beneficiaries of those projects to ascertain compliance with the proposed new UK Subsidy Control Bill measures.</p> <p>Where any subsidy is found in relation to any UKSPF grant being issued the Combined Authority and its constituent Authorities will determine whether it is permissible under current rules, then either decide to proceed but notifying reasons through the Government subsidy database or work with the project to adjust delivery to comply with subsidy control measures, or if required refuse the funding to the project and divert into another project.</p>	
<p>HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?</p>	
<p>Yes</p>	<p>No</p>
<p>(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.</p>	
<p>Not applicable.</p>	

Provide the European Social Fund Project Names and Project References for this voluntary and community provision at risk.		
What year do you intend to fund these projects? Select all that apply.		
2022-2023	2023-2024	2024-2025
Describe the projects for 2022-2023 and 2023-2024, including how they fall under the People and Skills investment priority and the location of the proposed project.		
N/A		
Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?		
All bids must also consider how they will deliver in line with subsidy control as set out in the guidance .		
Yes	No	
Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.		
N/A		

Approach to delivery and governance

In this section, we will ask you about:

- Structures you have in place to support delivery
- Support you have from stakeholders and the local community
- How you've engaged with MPs as part of your investment plan
- Opportunities you have identified to work with other places

Places need to show how MPs that cover the lead local authority have been engaged on the investment plan and whether they support it. More detail on the role of MPs can be found here.

STAKEHOLDER ENGAGEMENT AND SUPPORT		
Have you engaged with any of the following as part of your investment plan? Select all that apply.		
Public sector organisations yes	Private sector organisations yes	Civil society organisations yes
Describe how you have engaged with any of these organisations. Give examples where possible.		
<p>We have engaged the Cambridgeshire Public Service Board as our UKSPF Advisory/Partnership Board and on this Board sits all the CEOs of the key public sector bodies in Cambridgeshire: County Council, All District and City Councils, Police and Fire, NHS, Clinical and Care Commissioning Group, and the Cambridgeshire and Peterborough Combined Authority.</p> <p>We have introduced and consulted on the UKSPF widely through local structures and the opportunity it presents for our area and invited contributions to develop the Investment Plan. The groups, Committees and Boards we have engaged are:</p> <p>Cambridgeshire and Peterborough Combined Authority Board</p> <p>Cambridgeshire Council Leaders Strategy Group</p> <p>Combined Authority Skills Committee</p> <p>Cambridgeshire and Peterborough Business Board</p> <p>Cambridgeshire Employment and Skills Board</p> <p>Cambridgeshire Business Advisory Partnership</p> <p>Cambs and Peterborough ESF providers Forum</p> <p>All local MP's</p>		

The constituent Authorities within the Combined Authority have also used their local networks with some Civil Society groups, Parish Councils and Councillors to engage and inform the plan development.

Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up

Cambridgeshire and Peterborough Combined Authority Board has ultimate oversight of the whole programme as the Accountable Body and Lead Authority, making the decision on final approval of the Investment Plan, approving budget and grant payments, also utilising its Local Assurance Framework processes to approve and manage delivery of projects, regularly reviewing performance reports to the Board.

The six Local Authorities within the Combined Authority will also each approve, oversee, and report operational performance of the UKSPF projects within their Council area to their Cabinet.

The Cambridgeshire and Peterborough Public Service Board made up of the CEO's of all key public sector agencies will monitor operational performance of the projects within the Investment Plan and collectively provide advice and direction to the programme, also keeping their local MP's appraised and included in the delivery performance of the UKSPF projects in each constituency area.

The Cambridgeshire and Peterborough Business Board made up of a majority private sector Business members and the Combined Authority Skills Committee made up of constituent Council Members will be the advisory groups through which operational performance will be reported.

Confirm all MPs covering your lead local authority have been invited to join the local partnership group.

Yes

No

Are there MPs who are not supportive of your investment plan?

Yes

No

(If Yes) Who are the MPs that are not supportive and outline their reasons why.

PROJECT SELECTION

Are you intending to select projects in any way other than by competition for funding?

Yes	No
(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.	

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?	
Which interventions do you intend to collaborate on? Select all that apply.	
Intervention	Tick if applicable
A full list of nation-specific interventions is available in the relevant annex to the Prospectus.	N/A
Describe any interventions not included in this list?	
N/A	

[illegible]

Describe any interventions not included in this list?	
N/A	
Who are the places you intend to collaborate with?	
N/A	

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	N/A

Describe any interventions not included in this list?
N/A
Who are the places you intend to collaborate with?
N/A

PUBLIC SECTOR EQUALITY DUTY
How have you considered your public sector equality duty in the design of your investment plan?
How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects?

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RISKS

Have you identified any key risks that could affect delivery, for example lack of staff or expertise?

Yes

No

(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Recruitment of the new role UKSPF Programme Coordinator is a risk in current tight labour market – mitigation is exploring all options to begin recruitment through as many platforms as possible, with agency and interim cover a fall back.

Project delivery risks of several types, such as delayed start or delivery slippage, these mitigated by tight project control using the Combined Authority proven processes and its 10-step project delivery guide, involving not only the Combined Authority but the constituent Local Authorities as well in the operational management.

Delayed payment of the first tranche of UKSPF from Government to Combined Authority – mitigate by working at risk to lay groundwork for projects to begin without delay when funds are received for example sorting out contracts or funding agreements whilst waiting for funds to arrive.

Have you identified any key fraud risks that could affect UKSPF delivery?

Yes

No

(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Capacity and capability

In this section, we will ask you about:

- The capacity and capability of your team to manage funding
- The resources you have in place for work related to UKSPF

Your answers here will help us know how to support you with delivery. They will not affect the amount of funding you will get.

Answer as honestly as possible.

TEAM RESOURCE
<p>How many people (FTE) will be put in place to work with UKSPF funding?</p> <p>At the Combined Authority level there will 2 FTE assigned to work directly on UKSPF, this will be in conjunction with access to equivalent support of 0.5 FTE at each constituent Local Authority within the Combined Authority area.</p> <p>Total = 5 FTE's</p>
<p>Describe what role these people will have, including any seniority and experience.</p> <p>At the Combined Authority:</p> <p>Senior Responsible Officer for Strategic Funds – 0.5 FTE – Overall management responsibilities for the Lead Authority and has been managing Growth Funds, Getting Building Fund, CRF, ESIF and LUF.</p> <p>Strategic Funds Programme Lead – 0.5 FTE – Provide oversight and programme management, including contracting and reporting. Experience covers Growth Funds, Getting Building Fund, CRF, ESIF and LUF.</p> <p>UKSPF Project Coordinator – 1.0 FTE – Operational day to day project management, contracting support, reporting and monitoring with all project delivery organisations and Local Authorities. New role but Job description will seek experience of working with similar funded programmes.</p> <p>At the Local Authorities:</p> <p>Economic Development Officers and Programme Support Officers – equivalent 3 FTE's - experience of delivering local programmes at local authority level, for example ESIF, ARG, Covid grants, Opening High Streets fund, Future High streets fund, Towns fund and other community led/focussed funds.</p>

- Strong capability: Has extensive experience and/or a proven track record of delivery in this area.
- Strong capacity: High degree of confidence that there is enough staffing/resource to manage funding in this area.

- Some capability: Has previous experience of delivery in this area.
- Some capacity: Confident that there is enough staffing/resource to manage funding in this area.
- Limited capability: Does not have previous experience and/or no track record of delivery in this area.
- Limited capacity: Limited confidence that there is enough staffing/resource to manage funding in this area. Additional resource may be needed to support delivery.

CAPACITY AND CAPABILITY		
How would you describe your team's current experience of delivering funding and managing growth funds?		
Very experienced	Some experience	No previous experience
How would you describe your team's current capability to manage funding for procurement?		
Strong capability	Some capability	Limited capability
How would you describe your team's current capability to manage funding for procurement?		
Strong capability	Some capability	Limited capability
How would you describe your team's current capacity to manage funding for procurement?		
Strong capacity	Some capacity	Limited capacity
How would you describe your team's current capability to manage funding for subsidies?		
Strong capability	Some capability	Limited capability
How would you describe your team's current capacity to manage funding for subsidies?		
Strong capacity	Some capacity	Limited capacity

COMMUNITIES AND PLACE CAPACITY AND CAPABILITY	
Does your local authority have any previous experience of delivering the Communities and Place interventions you have select?	
Yes	No
How would you describe your team's current capability to manage funding for Communities and Place interventions?	
Strong capability	Some capability
Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.	
N/A	

Describe what further support would help address these challenges.		
N/A		
How would you describe your team's current capacity to manage funding for Communities and Place interventions?		
Strong capacity	Some capacity	Limited capacity
Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		
Describe what further support would help address these challenges.		
N/A		

SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?		
Yes	No	
How would you describe your team's current capability to manage funding for Supporting Local Business interventions?		
Strong capability	Some capability	Limited capability
Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		

Describe what further support would help address these challenges.		
N/A		
How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?		
Strong capability	Some capability	Limited capability
Describe the key capacity challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		
Describe what further support would help address these challenges.		
N/A		

PEOPLE AND SKILLS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the People and Skills interventions you have select?		
Yes	No	
How would you describe your team's current capability to manage funding for People and Skills interventions?		
Strong capability	Some capability	Limited capability
Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		
Describe what further support would help address these challenges.		

N/A		
How would you describe your team's current capacity to manage funding for People and Skills interventions?		
Strong capability	Some capability	Limited capability
Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		
Describe what further support would help address these challenges.		
N/A		

SUPPORT TO DELIVERY UKSPF

All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions but by exception, lead authorities will be able to use more than 4%. Are you planning to use more than 4%?

Yes

No

(If Yes) Explain why you wish to use more than 4%.

1 Approvals

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

Do you have approval from your Chief Executive Officer for this investment plan?

- ☒ **Yes**
- ☐ No

Do you have approval from your Section 151 Officer for this investment plan?

- ☒ **Yes**
- ☐ No

Do you have approval from the leader of your lead authority for this investment plan?

- ☒ **Yes**
- ☐ No

If you do not have approval from any of these people, please explain why this is:

<p><i>(This area is for explaining why approval was not obtained from any of the listed individuals.)</i></p>

2

Additional documents

You will have received an email giving you access to a folder where you will need to upload supporting evidence to your investment plan. All applicants must complete and upload the following spreadsheet to the folder prior to submitting their investment plan:

- UKSPF Expenditure Profile spreadsheet
- UKSPF Indicative Deliverables spreadsheet

Your investment plan submission will be considered incomplete without the required documents.

Have you completed and uploaded the two spreadsheets to the SharePoint folder as requested?

- ☐ Yes
- ☐ No

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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.4

North Cambridgeshire Training Centre Infrastructure Funding

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 July 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Steve Cox, Associate Director Alan Downton, Deputy Chief Officer Business Board and Senior Responsible Officer, Growth Works
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the Business Case for North Cambridgeshire Training Centre additional Infrastructure works and approve £347,000 Grant from the Transforming Cities Fund.b) Note formal commitment by project Lead to increase outputs by at least 10% across all learners using the centre per year until 2030 secured by a revised grant funding agreement.c) Seek a financial contribution from Metalcraft towards the infrastructure costs.
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 To seek approval for Business Case and approve grant funding allocation of £347,000 from the Transforming Cities Fund subject to that budget releasing any underspends. The Business Case can be found within the appendices of this report.
- 1.2 To enable a critical access off the A141 junction in Chatteris, which has an infrastructure safety issue presenting a risk to the opening of the new North Cambridgeshire Training Centre in Chatteris.
- 1.3 If approved the project is ready to move at pace into the delivery phase. Monitoring and evaluation will commence throughout the delivery of this phase of project, in parallel with the existing project monitoring and evaluation.

2. Background

- 2.1 The new Training Centre has been funded from local growth fund which was originally awarded by the Business Board to Stainless Metalcraft Limited in January 2020 (£3.16m grant). The centre construction is complete. However, as a result of detailed S278 (Highway) discussions the infrastructure requirements to enable the Centre to open have now been established with the Highway Authority. Access off the A141 junction requires more enhanced works than was originally envisaged. As the original funding bid was submitted prior to seeking detailed advice from the Highway Authority, the amount bid for was insufficient. An additional £347k is required to deliver the infrastructure requirements.
- 2.2 The Centre is not able to open until the infrastructure works have been completed and any delay to its opening will delay the achievements of the outcomes expected from the original LGF business case.
- 2.3 The new vocational training centre is being delivered to meet the needs of local community and local businesses plus reach across wider north Cambridgeshire area in support of businesses to address the lack of training facilities for apprentices. Once operational the centre is planned to deliver between 100 and 130 Apprenticeships per year, employ 14 new teaching and support staff, plus create 30 local indirect jobs in support of the centre.
- 2.4 The facility is planned to be used for upskilling of existing personnel and retraining across multiple skill sectors and will include conference and meeting space. It will also be complementary to other existing facilities across Cambridgeshire plus incorporate space for initial R&D capability and will provide a local support hub for Advanced Manufacturing businesses, particularly those based around the Fens.
- 2.5 The training centre is phase one of a wider site development that will also facilitate initial infrastructure to open the site for vehicular, cycle and pedestrian access to serve the training centre, provide future access to a new development parcel to secure the development potential for later Phases 2 and 3 to fully unlock the potential of the wider site (totalling 11 ha).
- 2.6 The original project plan hoped that minimal works would be required to enable access to the site as a result of the development, with the utilisation of the existing roundabout. Once the project team had engaged with CCC Highways post planning consent, the requirement to modify the roundabout became apparent and a design was established to satisfy the

CCC Highways accessibility and safety requirements at the roundabout. The full upgrade of the roundabout was required because in its current form it is not to an acceptable standard and there is no alternative compromise or partial works that addresses the speed safety issue whilst delivering the upgrade to this primary road substandard junction.

- 2.9 The project manager has worked hard to develop a contingency within the original LGF funding which was initially thought would be able to cover the costs and, whilst not ideal to be in this position with the building completed, this would enable the roundabout modification to be covered. Once they received a quotation from their contractor it was clear additional funding would be required. Metalcraft's original contractor was replaced, and a final design was agreed with Metalcraft's new contractor on which the current costings and bid for additional funding is based.
- 2.15 Options on finding the shortfall of funds has been discussed at length with Stainless Metalcraft Limited and they have considered all options internally and externally to raise the funds needed. Whilst they have not been able to secure the full amount of shortfall, they have secured a commitment from their parent group company of additional contingency funding of 10% of the overall grant just to support unforeseen new costs with the roundabout works once started. If this new extra contingency funding is not fully utilised towards the roundabout, then it will transfer to the training centre to buy additional training equipment for the students.
- 2.16 The Transforming Cities Fund is a good fit with this additional transport enhancement project given it will deliver a safer and more usable junction off this key route not only for the students and visitors using the centre but also Fenland residents.
- .

3. Funding Proposal and Case for Support

- 3.1 The Applicant is seeking a grant to cover additional infrastructure works as required to enable opening of access off the A141 to the North Cambridge Training Centre as soon as possible. It is not likely to be completed in time for the intake of students in September 2022.
- 3.2 The Applicant and their appointed Education Provider have committed through this business case development that with the approval of the additional grant they will agree to an increase on all outputs based on original funding agreement of at least 10% across all learners.
- They are committing to increase the levels of delivery to include:
- new higher level 4 and 5 Apprenticeships and qualifications,
 - to expand the range of qualifications being delivered to include Leadership & Management,
 - to deliver courses for 500 Adult learners from across Fenland and adjoining Huntingdonshire
 - plus provide additional commercial training which demand generation is currently showing Fenland companies are seeking.

List of additional training outputs is listed in the business case attached to this paper at Appendix 1.

- 3.3 The additional commitment to increased outputs for the centre will be secured through

revision of the original grant funding agreement which will also take account of this additional funding award, if agreed, and the detailed works plan being delivered.

- 3.4 The transport enhancements required for this project are not unprecedented, it is consistent with previous, follow-on asks from project investments that the CPCA has made at industrial sites, Lancaster Way is the main example. There continues to be a strong additional strategic case for investing in skills development in Fenland given the significant gap in level 3 and level 4 attainment in Fenland compared to other parts of the Combined Authority area.
- 3.5 The business and skills team has committed to review the processes involved in working with partners to bring forward capital projects of this nature. In particular, it will review how best to ensure that full capital costs, including transport costs, are established as early as possible and included in the business case that is used as evidence to support the bid. The case for the scheme remains strong, despite the cost increase, and the commitment by the company to increase outputs by 10% reinforces that case.

Significant Implications

4. Financial Implications

- 4.1 The allocation of £347,000 funding is subject to release of unspent budget from within the Transforming Cities Fund (TCF).
- 4.2 While the review of the TCF programme is still ongoing, which will identify where there are savings and underspends which require new projects to be substituted into the programme, this is not due to be completed and reported to the Combined Authority Board until August and waiting for this would result in the training centre being unable to accept students for the start of the academic year in September.
- 4.3 While the Combined Authority Board are therefore allocating TCF which is not yet confirmed as available, the Soham Station project is anticipating delivery of a saving of at least £1m, which would release more than sufficient TCF to fund this proposal, thus the risk to the Combined Authority is considered minimal.

5. Legal Implications

- 5.1 Any funding award would be legally covered by standard Combined Authority funding agreement.

6. Public Health Implications

- 6.1 The delivery of the scheme will have a positive impact on public health through the improvement to the local environment, enabling a free flow of traffic through this key roundabout, providing a safer junction and access for the new training centre.

7. Environmental and Climate Change Implications

- 7.1 The delivery of the scheme will have a positive impact on the local environment through the delivery of place-improvement transport enhancement measures.

8. Other Significant Implications

8.1 There are no other significant implications

9. Appendices

9.1 Appendix 1 – North Cambridgeshire Training Centre Access Infrastructure Business Case

10. Background Papers

10.1 [Business Board 27 January 2020 - Local Growth Fund Project Proposals](#)

10.2 [Combined Authority Board - For Approval as Accountable Body - Local Growth Fund Project Proposals](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Infrastructure Support to the North Cambridgeshire Training Centre Business Case

30th June 2022



Version History

Revision Number	Revision Date	Nature of Revision	Checked by	Reviewed by	Approved by
1.0	30/05/2022	Draft	LS	SC	MS
2.0	30/06/2022	Final	LS	SC	T Û

Advanced Manufacturing Innovation Launchpad Highway Mitigation – A141 /
Huntingdon Road Roundabout - *To be read alongside the original Metalcraft
Amil Growth Prospectus Application Form*

Overview

This business case seeks a grant of £347k to complete highways infrastructure improvements required by planning conditions necessary to unlock the Advanced Manufacturing Innovation Launchpad (AMIL) in Chatteris, specifically active travel and road safety works at the A141/Huntingdon Road roundabout.

The AMIL project received £3,160,000 Combined Authority Growth Funding (based on forecast Phase 1 cost of £4,060,000).

The AMIL is now constructed and complete but must fulfil a pre-occupation planning condition to provide capacity improvements at the A141/Huntingdon Road Roundabout. These works have been enforced and are essential in planning terms to mitigate the development transport impacts in this location, which would otherwise be severe. The works were identified through the planning application's Transport Assessment, and the solution designed through dialogue with the County Council Transport Assessment and Highways Development Management Teams.

The case for the AMIL investment has essentially been made, this bid seeks the funding required to deliver the previously unforeseen costs of meeting the planning obligations.

Project Background

The creation of an Innovation Launchpad will act as a nucleation point for innovation cluster development and business growth. The AMIL will focus on product development to support key growth sectors by bringing together an established manufacturing firm with training, R&D, incubation facilities, and supply cluster.

The £347k funding to enable the delivery of the roundabout works would enable completion of Phase 1, unlocking the AMIL and its associated benefits, summarised below.

Current AMIL Phase

Phase 1

Provision of a new vocational training centre to meet the needs of local and wider area businesses to address the lack of training facilities for apprentices. The facility can be used for upskilling of existing personnel and retraining across multiple skill sectors and will include conference and meeting space. Complementary to iMET at Alconbury, the facility would also incorporate space for initial R&D capability from organisations such as TWI, MTC, IfM and will provide a local support hub for Advanced Manufacturing businesses, particularly those based around the Fens.

Phase 1 will also facilitate initial infrastructure to open up the site for vehicular, cycle and pedestrian access to serve the training centre, provide access to a new development parcel for agritech business and secure the development potential for later Phases 2 and 3 which will fully unlock the potential of the wider site (totalling 11 ha).

During this initial phase, Metalcraft will be tendering for a long term (10 year) high value (circa £100 million) contract with Sellafield Ltd to manufacture cylindrical nuclear waste containers

for intermediate level nuclear waste. Based on the current timing, we would anticipate that award of a part of this contract would enable Metalcraft to expand our current footprint onto the AMIL.

The training facility will serve a wider local need for such facilities as well as being utilised in due course by the advanced manufacturing companies and their associated supply chain through the Phase 2 and 3 expansion. There are therefore significant opportunities for shared use of the training facility and through early discussions it is anticipated that a relevant clause within the funding agreement will be applied to ensure the building is used for training/innovation etc for at least 10 years, if not the grant.

Future AMIL Phases

Phase 2

Completion of infrastructure to allow inward investment by new advanced manufacturing organisations to locate on to the site as well as incubator space for start-up businesses.

Potential is identified for hotel and ancillary uses to address the recognised shortfall of accommodation in the immediate surrounding area. A total site capacity of 31,200 sqm has been calculated.

Phase 3

Provision of new serviced plots and units specifically designed for manufacturing research organisations such as NAMRC, TWI, MTC, IfM etc. These organisations which, elsewhere, are typically more academically led, would be led by industry on the Chatteris site to ensure that all occupants and organisations in the surrounding area are able to influence and receive the appropriate support.

AMIL would also provide access to subject matter experts in people & process skills for leadership, lean manufacturing and other soft skills development.

Metalcraft already has agreements in place with both land-owners for Phases 2 and 3 that they are prepared to make an agreement to secure the land for the whole site. Metalcraft are currently considering the approach to potential collaborations for the delivery of Phases 2 and 3 with a development partner. It is anticipated that this would be brought forward within the next two to three years, with development to then be built out over the following five years depending on market take up at the time.

The Phase 2 & 3 elements of the project unlock the bulk of the benefit in terms of:

- 638 permanent jobs on the site by 2030
- Up to 130 high quality apprenticeships per year
- Creation of 31,200m² of Advanced Manufacturing capability
- R&D & skills development links with Peterborough University
- Projected total of £844m GVA added to local economy by 2040

Project Scope

The scope of this bid relates to the delivery of the highway roundabout improvements only. This would essentially complete Phase 1 and unlock those benefits captured in the original Growth Fund application.

The roundabout improvement works were identified through the technical work associated with the planning application to the Local Planning Authority. Significant work has been undertaken with the Local Highway Authority to ensure that the works effectively mitigate the development.

The planning application for the development proposes a site access formed via a fourth arm from the A141 / Huntingdon Road roundabout in Chatteris. This fourth arm had been partially completed at the time the roundabout was itself implemented, but was left as a rarely used gated access to the site. At the time of the application the partially formed access was effectively blocked and appeared not to have been used for a considerable number of years.

A Transport Assessment was submitted as part of the planning application, and this was reviewed by the Transport Assessment Team. This included junction modelling to assess the implications of re-opening this access and adding additional development traffic. The modelling showed that whilst there was an impact at the junction, this would not be sufficiently 'severe' to warrant an objection from the Transport Assessment Team.

Cambridgeshire County Council's Highway Development Management Team also reviewed the proposal and identified two main issues:

- The opening of the fourth arm, which would increase traffic flows onto an area of the circulatory, where the lack of deflection means that vehicles are travelling at higher than desirable speeds.
- The introduction of an NMU crossing (which is required to make the site accessible) across the A141 north on the roundabout where again vehicle speeds will be higher than desirable and thus, leading to concerns in respect of the safety of crossing users.

The applicant sought to address these issues. However, a key issue is that to improve deflection and reduce speeds, the southern entry to the roundabout would require a reduction in entry width taking it from a '2 lane' width down to a '1 lane' width. Further modelling showed that this reduction in width would be significantly detrimental to the capacity on the A141.

However, a detailed analysis of the southern (A141) entry arm (by observing real traffic movements) showed that the two-lane approach was rarely used as such. Therefore, on this basis, it was agreed that the lane widths could be reduced. The Transport Assessment and Development Management Teams worked with the applicants to find a solution which would address the two main safety issues raised.

To ensure that the solution was one which could be implemented on site, the final proposed layout was reviewed informally by the County Council's Road Safety Audit Team. They stated that they were satisfied that the concept design for the roundabout junction could be

approved for the purposes of planning, subject to the submission of a stage 1/2 Audit prior to commencement on site.

On the above basis both the Transport Assessment and Development Management Teams have now concluded that they would not object to the development subject to the agreed mitigation measures being implemented prior to the occupation of the development.

Delivery

The works will be delivered by the developer, Metalcraft, through a Section 278 Agreement, based on a scheme that has been checked by the County Council and conditioned by the Local Planning Authority. This is a Metalcraft project for which they own the cost risks.

The S278 submission is at a point where it is generally acceptable to the Highway Authority and ready to proceed.

Summary of Strategic Case for AMIL

The AMIL facility will support skills, Covid economic recovery, and future business growth in our key growth sectors. The project is well advanced but requires additional funding to complete the additional planning mitigation package of essential infrastructure roundabout improvements.

Stainless Metalcraft (Chatteris) Ltd (Metalcraft) are seeking to develop the AMIL in Chatteris, as referenced within the Local Industrial Strategy for Cambridgeshire & Peterborough. The creation of an Innovation Launchpad will act as a nucleation point for innovation cluster development and business growth. The AMIL will focus on product development to support key growth sectors by bringing together an established manufacturing firm with training, R&D, incubation facilities, and supply cluster.

The CPCA have set an ambitious, achievable, goal of doubling GVA by 2042 whilst leading the transition to a zero-carbon economy. Making sure that our places and communities do more than just recover is therefore a national as well as local imperative.

Pre-Covid-19 growth was led by the four priority sectors identified in our Local Industrial Strategy (LIS): Life Sciences, Digital and AI, **Advanced Manufacturing** and Materials, and Agri-Tech. These sectors are central to the UK's strategy of building back a better, greener economy post Covid-19, and all forecast strong future global growth.

The Cambridgeshire and Peterborough Local Economic Recovery Strategy (March 2021) sets out the importance of advanced manufacturing, and the launchpad investment in both aiding economic recovery, and facilitating future growth.

Project Costs

A firm fixed price quotation has been received from an approved highways subcontractor (PGR Construction) who would be employed under the same contractor (Warwick Burt Construction) that has just completed the AMIL project.

The PGR Construction costs and Warwick Burt costs are as agreed and shown within the attached “S278 Highways Costs” summary. These costs and together with the associated costs for Cambridge County Council, the legal agreements, the additional design fees and an allowance for a highways bond during the works total £554,512.

This additional cost can however be reduced by the remaining original Grant Funding of £167,934 and the support of the contingency via Metalcraft’s parent company Avingtrans of £39,473 (note should this contingency not be required the equivalent investment will be made to support the NCTC). This with therefore become a nett additional cost requiring further funding of £347,105.

As the above costs are all firm and fixed price then no further allowances are required.

Attached summary of costs and the S278 Agreement and Plans.

Project Benefits

The original outputs/outcomes approved by the Business Board and Combined Authority Board are under threat of being delayed and potentially not being achieved if the centre cannot open due to the access infrastructure not being in place.

However when assessing and compiling the case for additional funding to unlock the access infrastructure the project applicant and their Further Education partner who will be running the centre have reported that demand is high for a broadened training offer to be provided at the centre, and as part of this case for funding support they have agreed to expand range of training courses above the original plan, also have committed to an increase at least 10% apprenticeship and learner outputs per year and commitment to include higher level apprenticeships being delivered to level 4 and 5, the list of broadened offer is as follows:

- General Welder Level 2
- LEAN Manufacturing Level 2
- Engineering Fitter Level 3
- Engineering Technician Level 3
- Maintenance and Operations Engineering Technician Level 3
- Engineering Manufacturing Technician Level 4
- Team Leader / Supervisor Level 3
- Operational and Departmental Manager Level 5
- Associate Project Manager Level 4
- HR Level 3/5
- Business Administrator Level 3
- Accounts assistant Level 2
- Customer Service Level 2/3
- Commercial Procurement and Supply Level 4

Also, as part of an offer to local residents and community they have also committed to provide adult learning courses to support over 500 individuals to enhance their English and Maths skills from the centre on top of the apprenticeship provision, below is the offer on extra adult learning proposed to be delivered from the centre:

Level 2 Provision - [Adult Learning Online Courses \(wsc.ac.uk\)](https://www.wsc.ac.uk)

Level 3 Provision - [Lifetime Skills](#)

[English and Maths](#)

[ESOL](#)

The Project lead and their Education Provider have also agreed to expand their commercial training offer as well to service demand that has become apparent from Fenland based companies and residents – these include the following:

- ILM Leadership and Management – Level's 2 through to 7
- IEE 18th Edition Wiring Regs / 2391 Inspection & Testing / 2377 PAT Testing
- First Aid / Mental Health First Aider
- IT Training - Excel, PowerPoint, Outlook etc.
- Sustainability and Sustainability Management
- Bespoke Engineering Training Units
- Coaching and Mentoring
- Non-accredited and bespoke skills training available, co-designed with industry

Please refer below from the original Metalcraft Local Growth Fund application form, which sets out the AMIL benefits:

PROJECT OUTPUTS 2022/23					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Transport					
Length of road to be resurfaced (meter)	Length of road to be newly built (meter)	Length of cycleway to be built (meter)			
	0.1	0.1			
PROJECT OUTPUTS 2022/23					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3

14	23	30	20	30	30
Skills					
Area of learning/training space improved (m2)	Prior Estate Grade (A-D)	Post Completion Estate Grade (A-D)	Floor space rationalise (m2)	New learners assisted (on courses to full qualification)	Specialist equipment (item)
2400					
Commercial					
Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		
2000		2000			
Flood Risk Prevention					
Land with reduced likelihood of flooding (m2)	Homes with reduced flood risks (unit)	Commercial property with reduced flood risk (units)			
Business & Enterprise					
Number of enterprises receiving grant support	Number of businesses receiving other grant support	Number of businesses receiving non financial support			
PROJECT OUTPUTS 2023/24					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
0	0	50	20	30	30
PROJECT OUTPUTS 2024/25					

Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.

Employment

Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
0	0	100	20	30	30

PROJECT OUTPUTS by 2030 Cumulative totals

Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.

Employment

Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
14	23	638	160	240	240

Commercial

Commercial floorspace to be created (m2)	Commercial floorspace to be refurbished (m2)	Commercial floorspace to be occupied (m2)	Commercial businesses with broadband access		
31200		31200			



STAINLESS METALCRAFT (CHATTERIS) – TRAINING FACILITY DEVELOPMENT

S278 HIGHWAYS COSTS

Current Costs		£554,512
1	PGR Construction Costs	£394,727
2	Warwick Burt Additional Time Costs (15 weeks)	£52,500
3	Cambridge CC - S278 Agreement Costs	£14,229
4	Metalcraft Legal Costs	£8,750
5	Metalcraft Project Managers Costs (15 weeks)	£5,625
6	MEC S278 Design Fees plus Additional Design	£19,472
7	Metalcraft Allowance for Bond	£19,736
8	Contingency (10% of construction)	£39,473
Costs Remaining in First Grant Funding		£167,934
Additional Funding Requirement Requirement		£386,578
Less Avingtrans Contingency		£347,105

Gary Barber BSC MRICS

Benchmark Property Limited

01/06/2022

My ref: G106.543

Your ref:

Date: 09th May 2022
Contact: Christopher Reed
Telephone:
E Mail: christopher.reed@cambridgeshire.gov.uk

Place and Economy
Executive Director, Steve Cox

Highway Development Management

PO Box ET 1029

Witchford Depot

Stirling Way

Witchford

Cambs.

CB6 3NR

Martin Lawrence
Stainless Metalcraft Ltd
15 Honeysome Road,
Chatteris,
PE16 6SA.

Dear Martin,

G106-543 - Stainless Metalcraft Limited, Chatteris – Technical Approval

Please accept this letter as confirmation that the following key drawings are now deemed acceptable to the Highway Authority:

- | | | |
|-----|---------|------------------------------|
| 1. | Dwg No. | 26034_03_010_01.1 Revision A |
| 2. | Dwg No. | 26034_03_010_01.2 Revision A |
| 3. | Dwg No. | 26034_03_010_01.3 Revision A |
| 4. | Dwg No. | 26034_03_020_01 Revision D |
| 5. | Dwg No. | 26034_03_030_09 Revision B |
| 6. | Dwg No. | 26034_03_050_02 Revision E |
| 7. | Dwg No. | 26034_03_050_03 Revision D |
| 8. | Dwg No. | 26034_03_060_04 Revision C |
| 9. | Dwg No. | 26034_03_070_05 Revision C |
| 10. | Dwg No. | 26034_03_080_06 Revision C |
| 11. | Dwg No. | 26034_03_090_07 Revision D |
| 12. | Dwg No. | 26034_03_110_010 Revision B |

- 13. Dwg No. 26034_03_110_08 Revision A
- 14. Dwg No. 26034_03_100_01 Revision B

I will require the following in order to progress the S278 agreement to sealing:

1. A complete electronic set of the approved drawings as an **Issued for Construction (IFC) status**. For clarity, these are to keep the same referencing and revisions as above.

2. **Two copies of full sized** paper set of all of the drawings (as referred to above being IFC status) sent to:

Christopher Reed
Cambridgeshire Highways
Highway Development Management,
Stirling Way,
Witchford,
Cambridgeshire,
CB6 3NR.

3. Pathfinder Legal who are acting on the behalf of the Highway Authority may also require hard copies of the plans as detailed above but this should be agreed and provided between the legal representatives.

Yours sincerely,

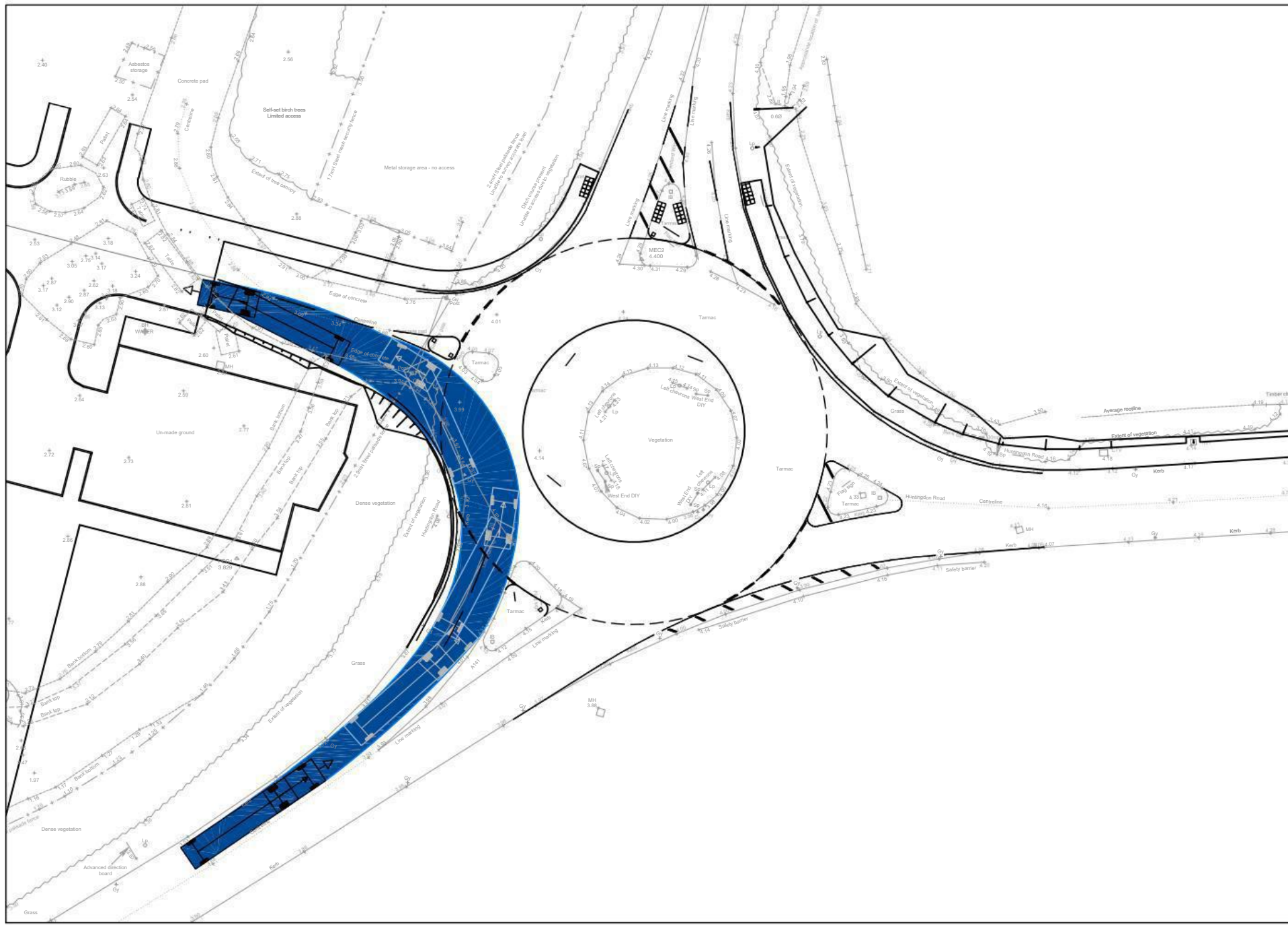
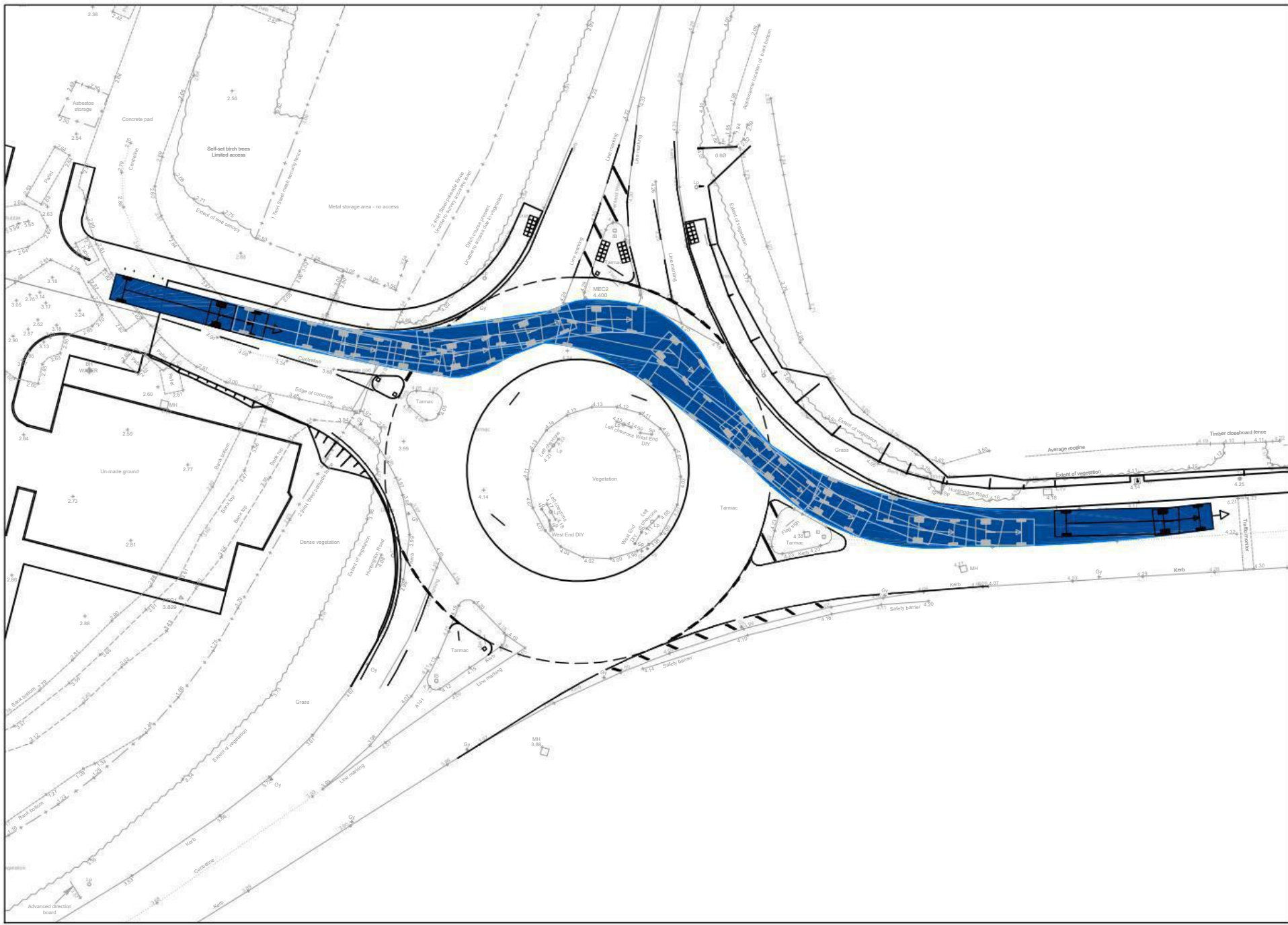
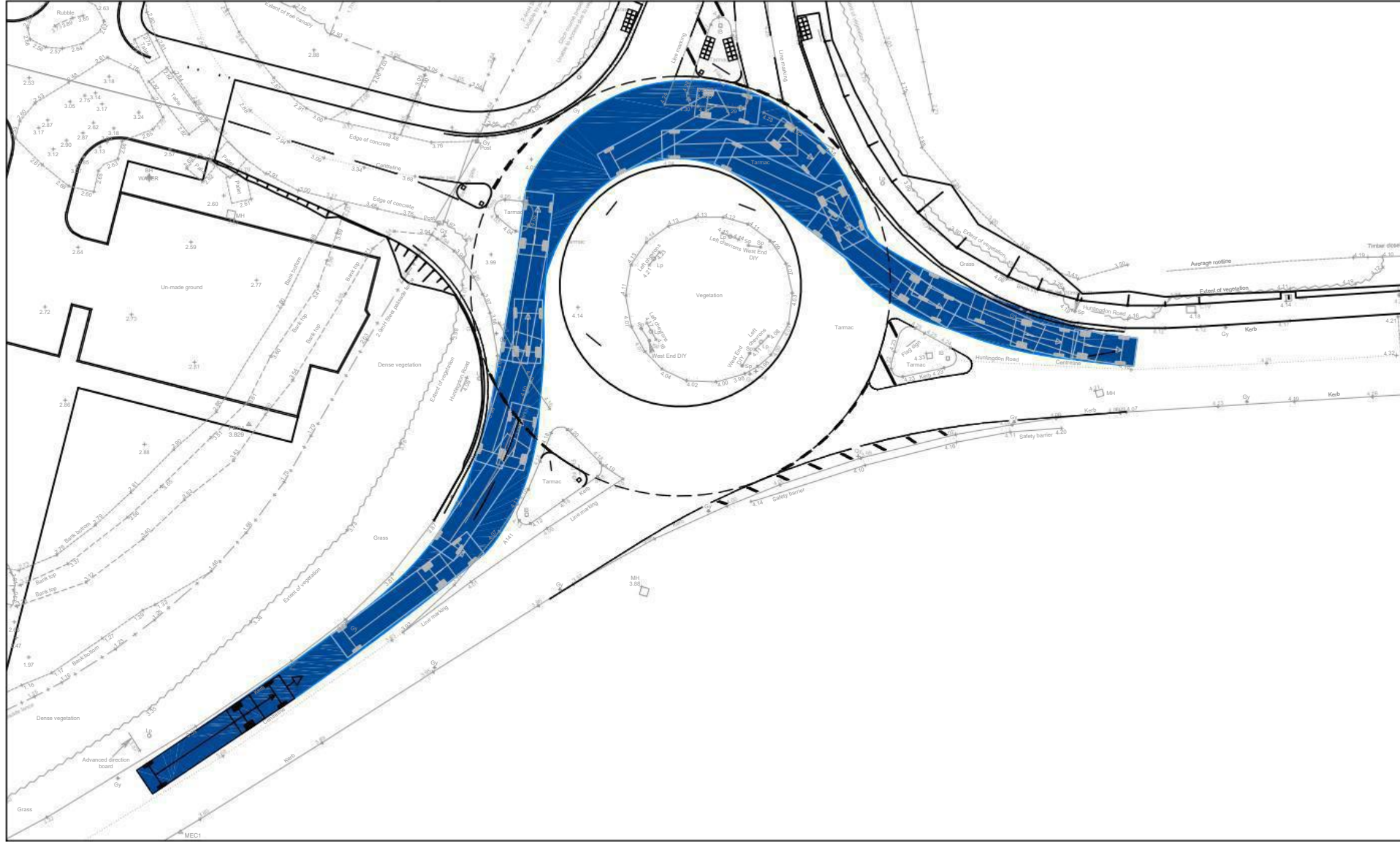
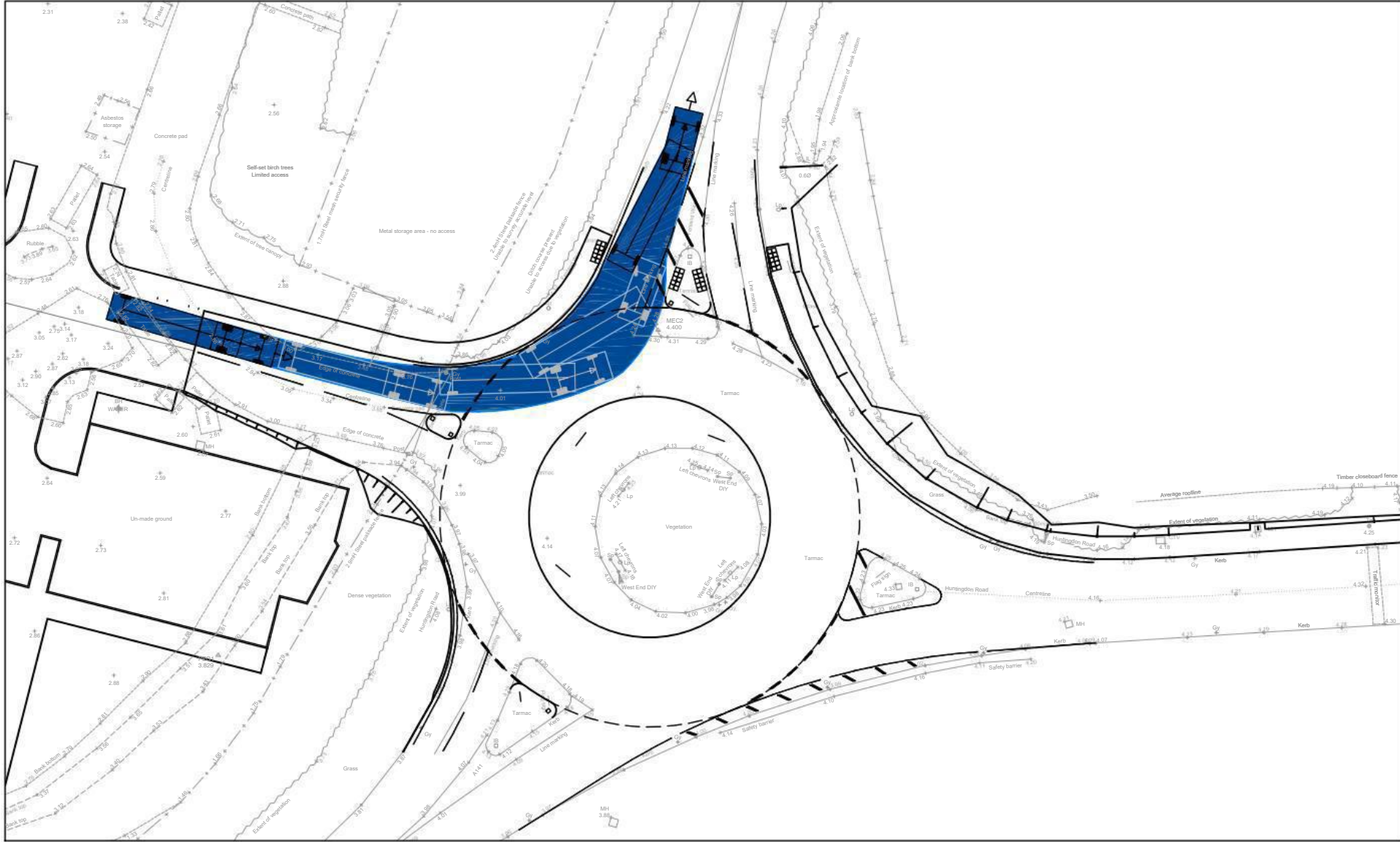
Christopher Reed

Development Management Engineer

cc:

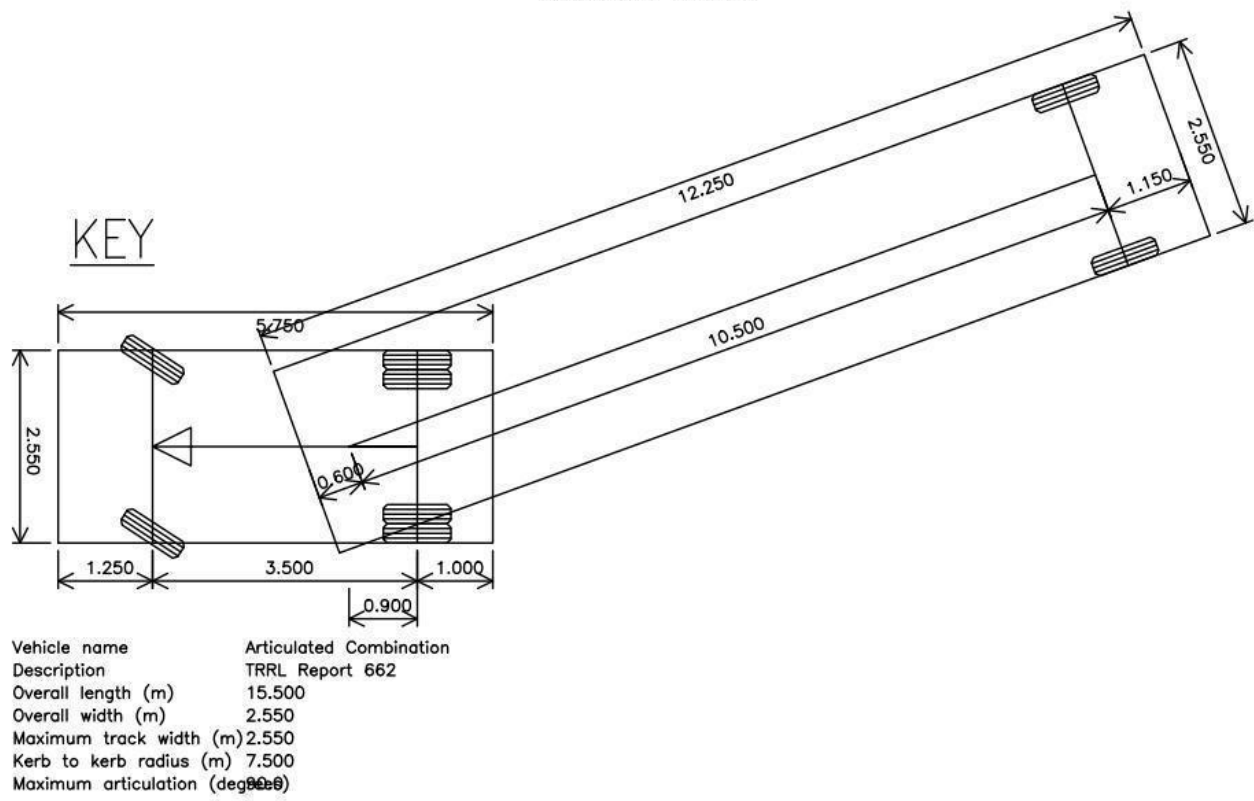
Tim Rose – Mewies Engineering Consultants Ltd


Bill Finn – Benchmark Property Ltd

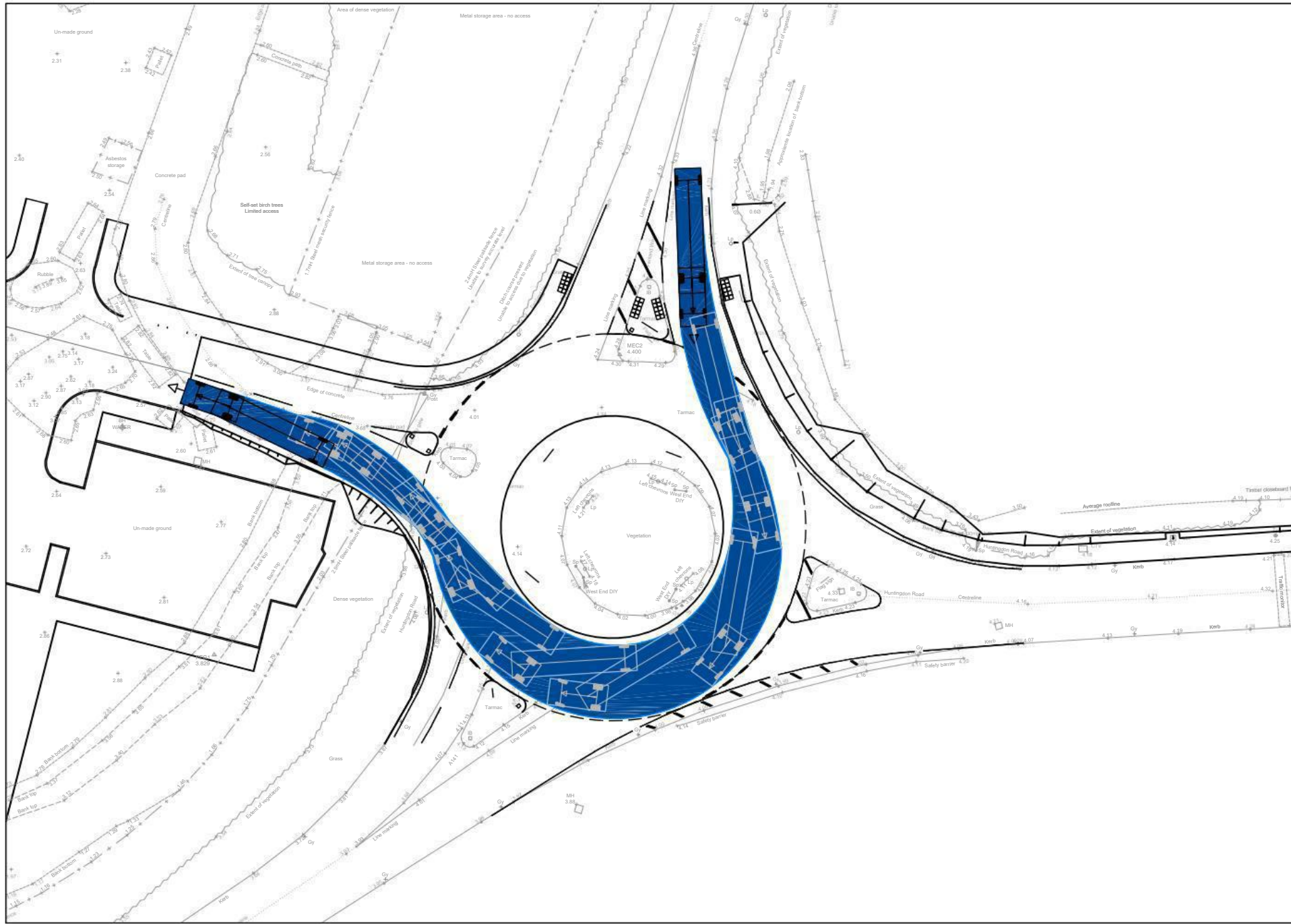
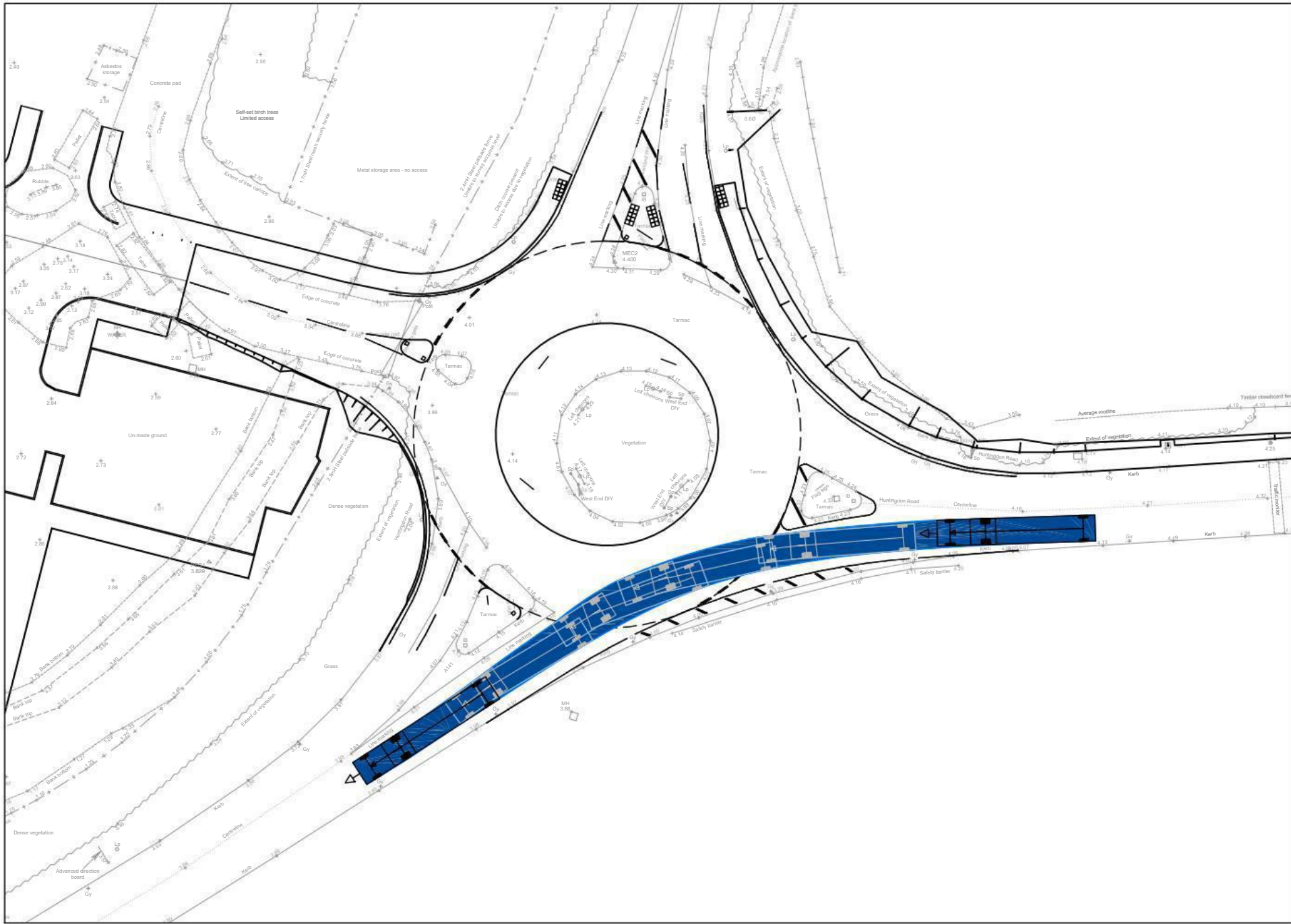


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4. ANY DISCREPANCIES NOTED ON SITE ARE TO BE REPORTED TO THE ENGINEER IMMEDIATELY.
5. ALL HIGHWAY WORKS TO BE CARRIED OUT IN ACCORDANCE WITH CAMBRIDGESHIRE COUNTY COUNCIL DESIGN GUIDE.
6. THE CONTRACTOR SHALL CHECK ALL TIE-INS FOR LINE AND LEVEL WITH EXISTING BEFORE COMMENCING ANY WORKS. THE ENGINEER SHALL BE NOTIFIED IMMEDIATELY IN WRITING, SHOULD ANY ERRORS BE FOUND.
7. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO LOCATE ANY SERVICE APPARATUS IN THE VICINITY OF THE WORKS.
8. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO EXECUTE THE WORKS AT ALL TIMES IN STRICT ACCORDANCE WITH THE REQUIREMENTS OF THE HEALTH AND SAFETY AT WORK ACT 1974, AND THE C.D.M. REGULATIONS 2015.
9. THE CONTRACTOR IS RESPONSIBLE FOR ENSURING THAT ALL WORKS ARE TO THE SATISFACTION OF THE ENGINEER, AND SHALL BE DEEMED TO HAVE INCLUDED WITHIN HIS RATES FOR ANY NECESSARY TESTING.
10. THE CONTRACTOR WILL BE RESPONSIBLE FOR PROVIDING ALL NECESSARY DE-WATERING AND TRENCH SUPPORT TO EXECUTE THE WORKS IN A SATISFACTORY MANNER, AND SHALL BE DEEMED TO HAVE ALLOWED FOR THE SAME WITHIN HIS RATES.
11. ALL BURIED CONCRETE PRODUCTS AND MORTAR SHALL BE MADE USING SULPHATE RESISTING CEMENT.
12. ALL EXISTING/PROPOSED SERVICE COVERS LOCATED WITHIN THE TACTILE PAVING AREA ARE TO HAVE RECESSED LIDS IN FILLED WITH TACTILE PAVING.
13. ALL KERBS TO BE HB2 WITH 125MM UPSTAND (UNLESS NOTED AS PDC).
14. ANY EXISTING MANHOLE/UTILITY COVERS WITHIN THE PROPOSED FOOTWAY/CYCLEWAY TO BE RAISED TO MATCH PROPOSED LEVELS

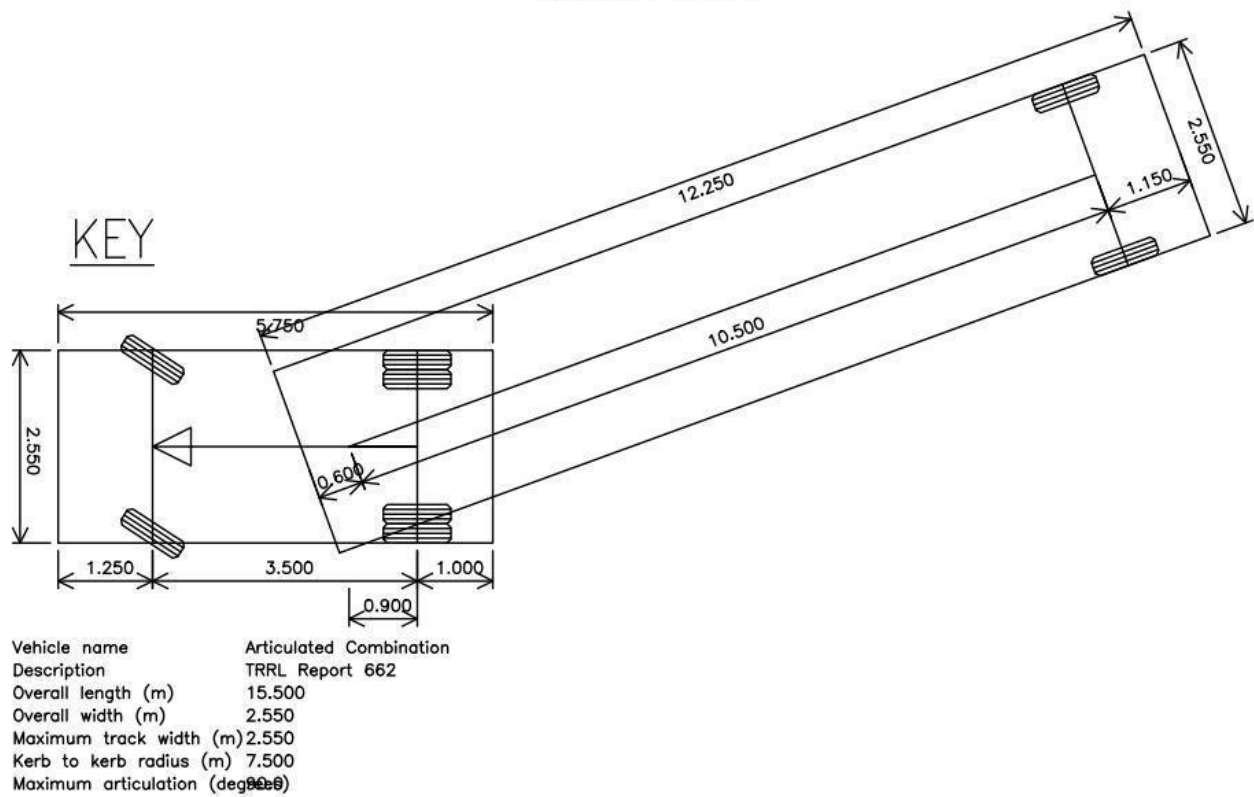


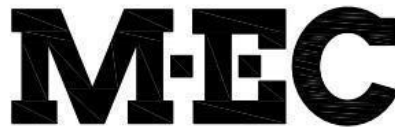
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CLIENT: STAINLESS METALCRAFT							
DRAWING NUMBER: 26034_03_010_01.1							
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STATUS: PRELIMINARY							
				<div>Telephone: 01530 264 753 Email: group@m-ec.co.uk Website: www.m-ec.co.uk</div> <div>ORDNANCE SURVEY © CROWN COPYRIGHT 2015. ALL RIGHTS RESERVED. LICENCE NUMBER 100055865.</div>			
Consulting Development Engineers							

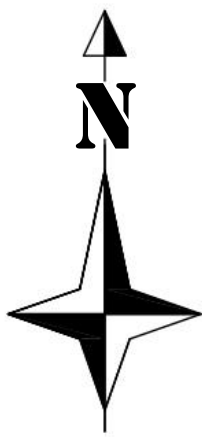


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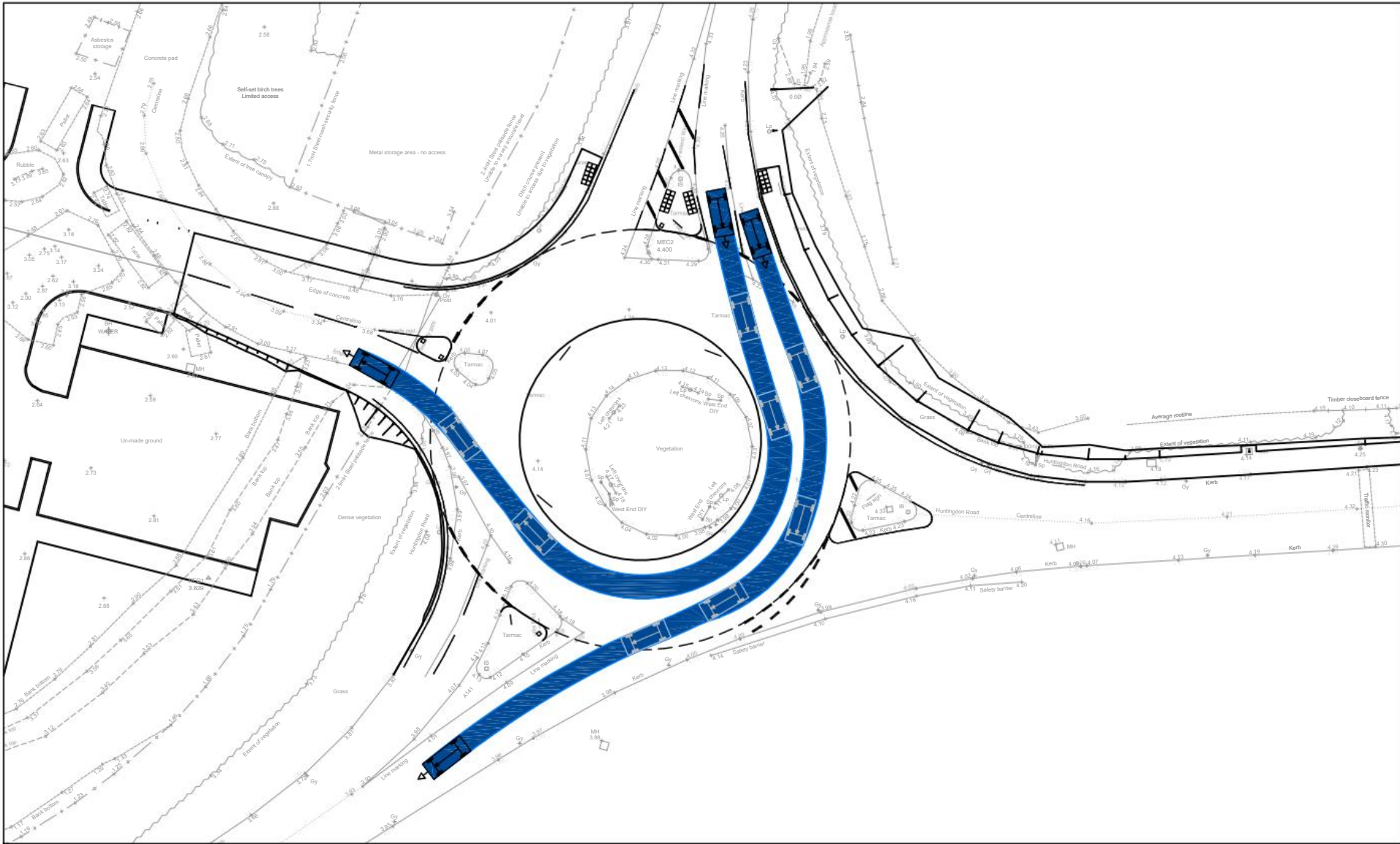
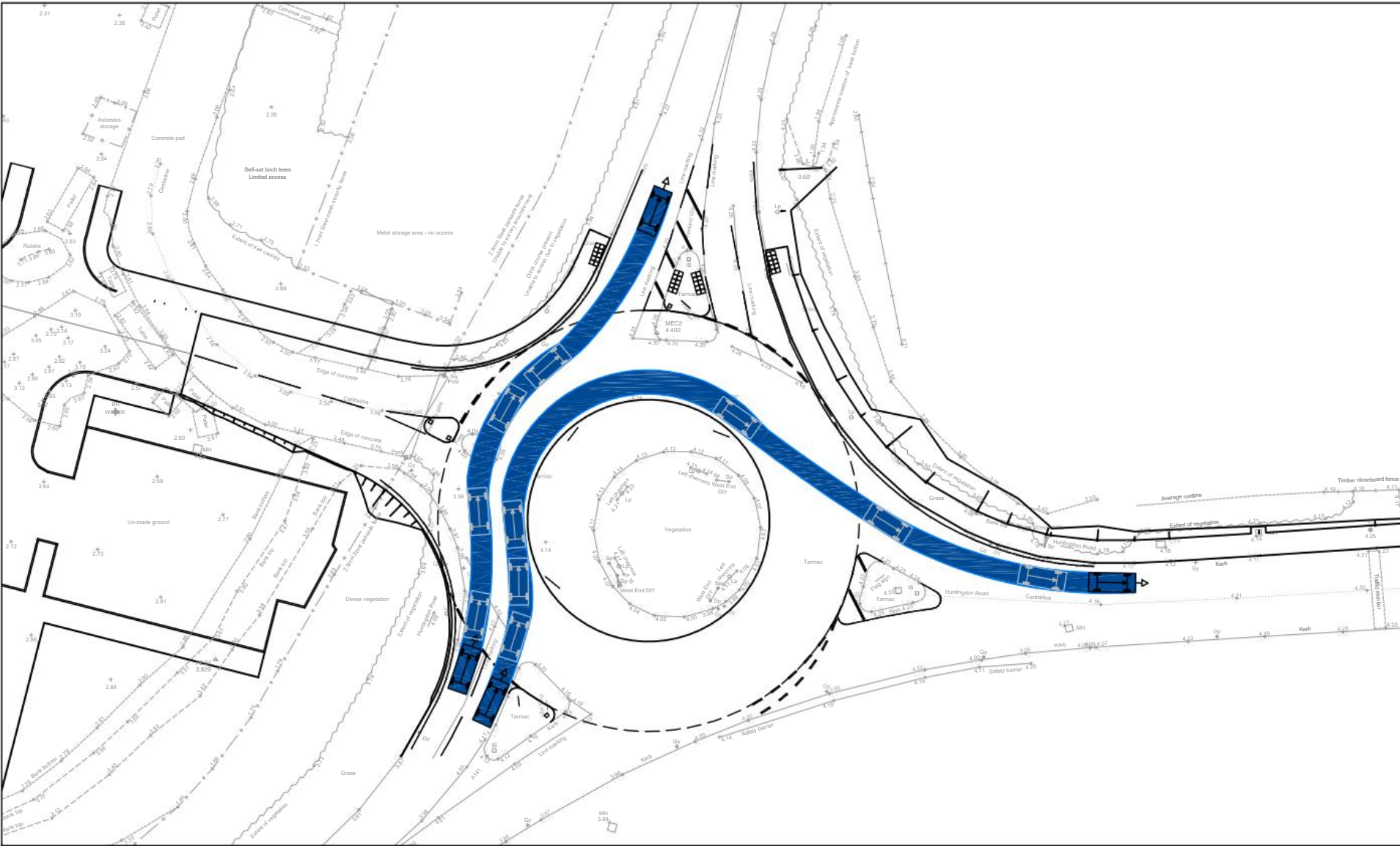



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STATUS: PRELIMINARY					
 Consulting Development Engineers			Telephone: 01530 264 753 Email: group@mec.co.uk Website: www.m-ec.co.uk ORNANCE SURVEY © CROWN COPYRIGHT 2015. ALL RIGHTS RESERVED. LICENCE NUMBER 100055865.		

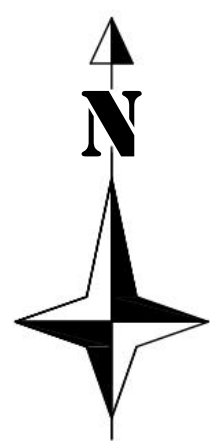
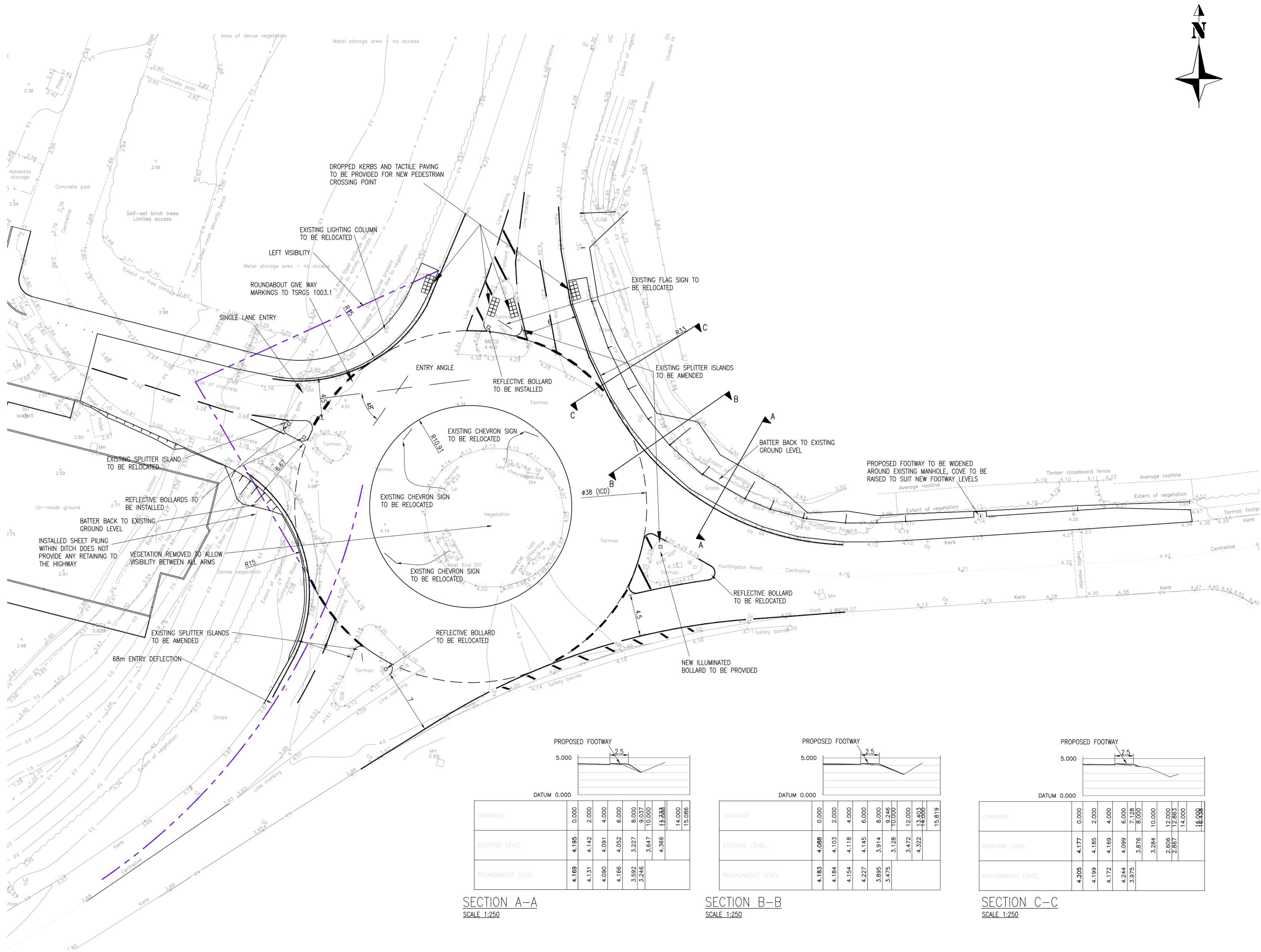


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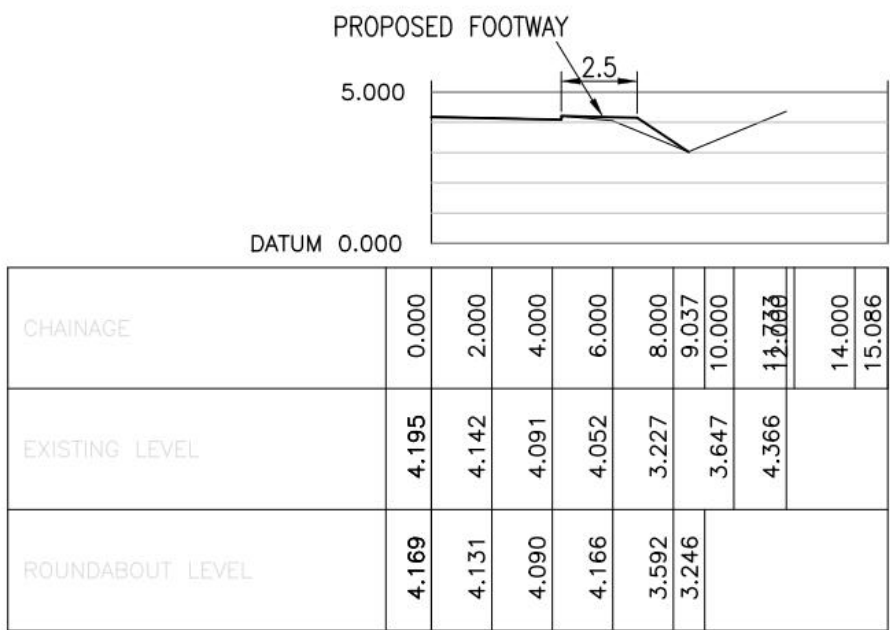
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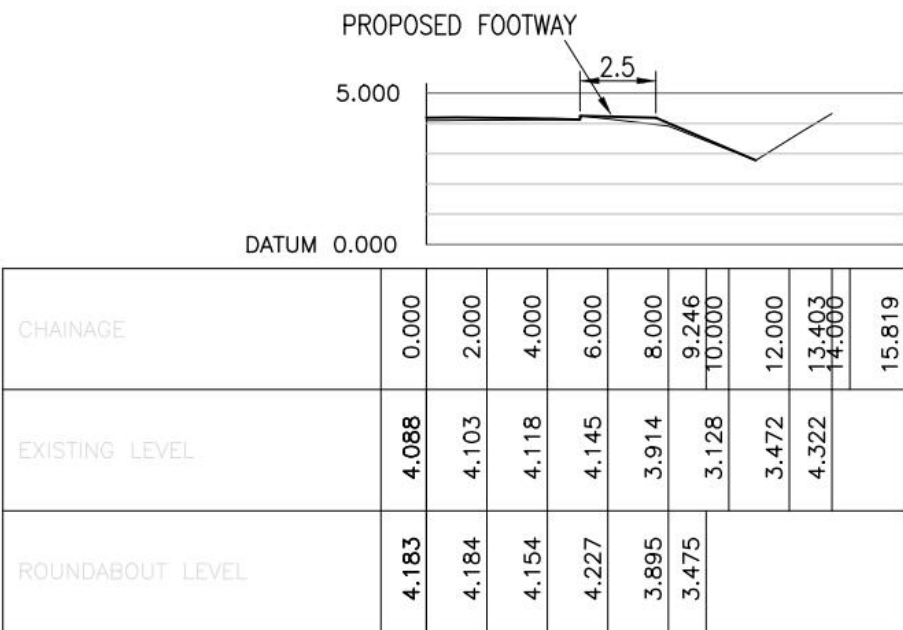
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CLIENT: STAINLESS METALCRAFT					
DRAWING NUMBER: 26034_03_010_01.3					
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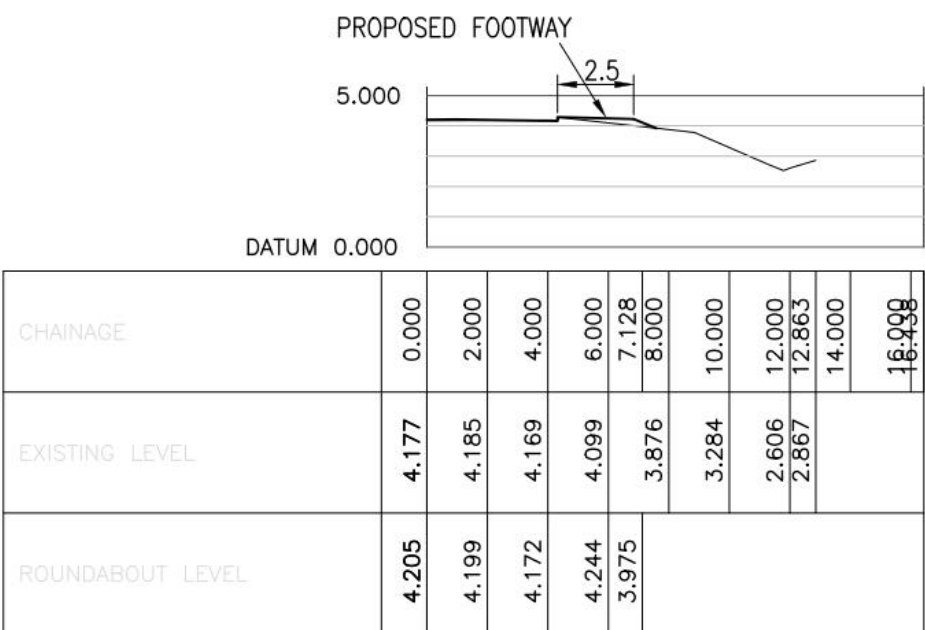
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 - ALL EXISTING/PROPOSED SERVICE COVERS LOCATED WITHIN THE TACTILE PAVING AREA ARE TO HAVE RECESSED LIDS IN FILLED WITH TACTILE PAVING.
 - ALL KERBS TO BE HB2 WITH 125MM UPSTAND (UNLESS NOTED AS PDC).
 - ANY EXISTING MANHOLE/UTILITY COVERS WITHIN THE PROPOSED FOOTWAY/CYCLEWAY TO BE RAISED TO MATCH PROPOSED LEVELS



SECTION A-A
SCALE 1:250



SECTION B-B
SCALE 1:250



SECTION C-C
SCALE 1:250

D	AMENDMENTS FOLLOWING CCC COMMENTS	PT	TR	TR	23.03.22
C	AMENDMENTS FOLLOWING LOCAL AUTHORITY COMMENTS	PT	TR	TR	15.03.22
B	AMENDMENTS FOLLOWING LOCAL AUTHORITY COMMENTS	PT	TR	TR	22.02.22
A	AMENDED FOLLOWING CCC COMMENTS	PT	TR	TR	11.02.22
REV:	FIRST ISSUE	PT	DMH	TR	21.01.22
	AMENDMENTS:	DRN	CHK	APP	DATE:

PROJECT: STAINLESS METALCRAFT, CHATTERIS

DRAWING TITLE: SECTION 278
GENERAL ARRANGEMENT

CLIENT: STAINLESS METALCRAFT

DRAWING NUMBER: 26034_03_020_01

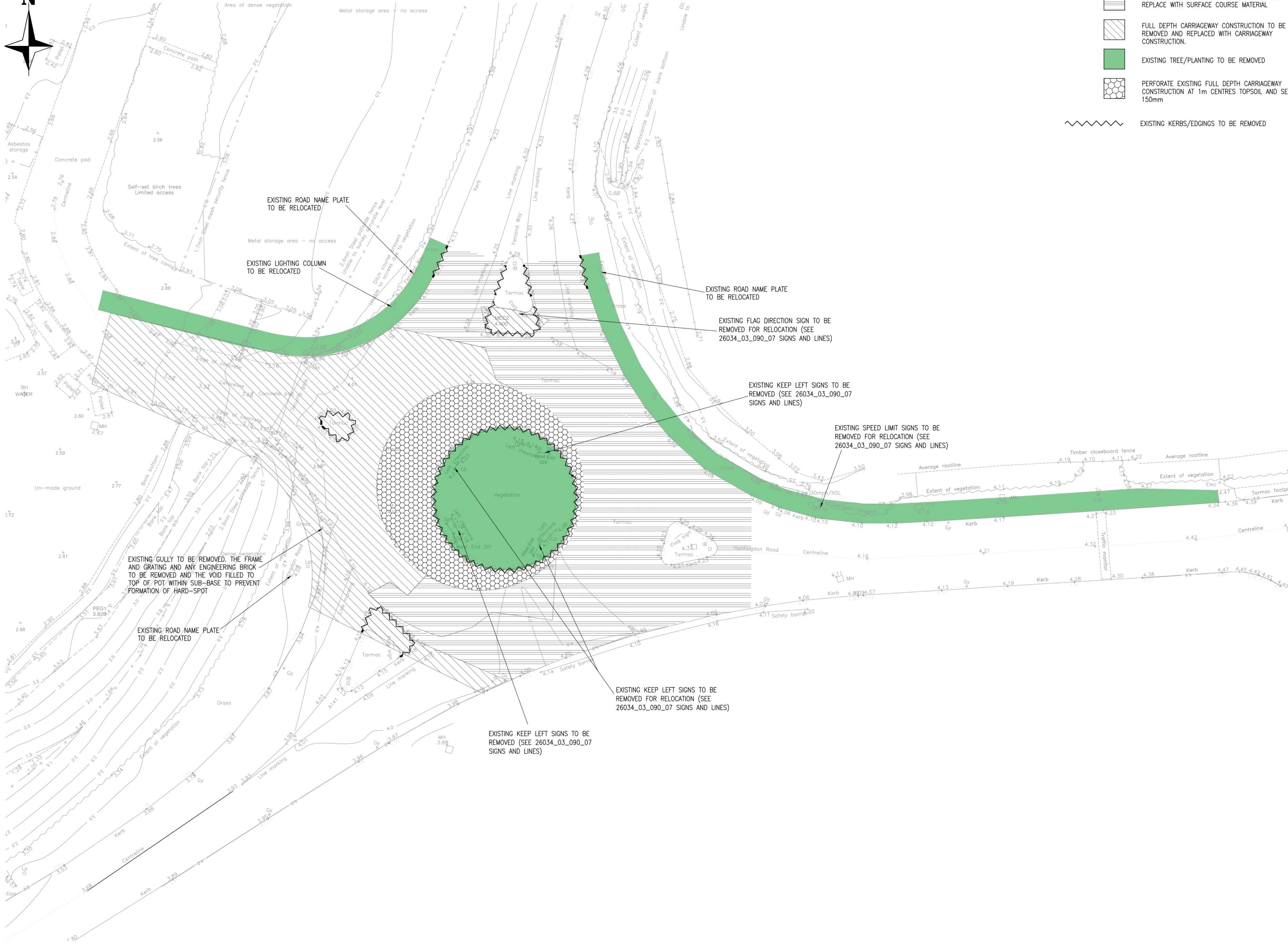
REVISION: D SHEET SIZE: A1 SCALE: 1:200

STATUS: PRELIMINARY

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KEY:

- PLANE 50mm SURFACE COURSE MATERIAL AND REPLACE WITH SURFACE COURSE MATERIAL
- FULL DEPTH CARRIAGEWAY CONSTRUCTION TO BE REMOVED AND REPLACED WITH CARRIAGEWAY CONSTRUCTION.
- EXISTING TREE/PLANTING TO BE REMOVED
- PERFORATE EXISTING FULL DEPTH CARRIAGEWAY CONSTRUCTION AT 1m CENTRES TOPSOIL AND SEED 150mm
- EXISTING KERBS/EDGINGS TO BE REMOVED

NOTES:

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B	AMENDMENTS FOLLOWING CCC COMMENTS	PT	TR	TR	23.03.22
A	AMENDMENTS FOLLOWING LOCAL AUTHORITY COMMENTS	PT	TR	TR	15.03.22
-	FIRST ISSUE	PT	DMH	TR	11.02.22
REV:	AMENDMENTS:	DRN	CHK	APP	DATE:

PROJECT: STAINLESS METALCRAFT, CHATTERIS

DRAWING TITLE: SECTION 278 SITE CLEARANCE PLAN

CLIENT: STAINLESS METALCRAFT

DRAWING NUMBER: 26034_03_030_09

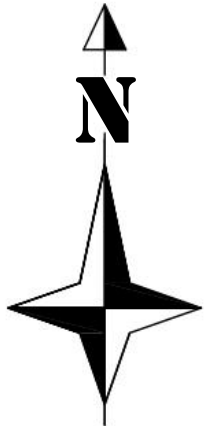
REVISION: B SHEET SIZE: A1 SCALE: 1:200

STATUS: PRELIMINARY

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ALIGNMENT ICD									
LOCATION	CHAINAGE	EASTING	NORTHING	LEVEL	RADIUS	BEARING	ANGLE	ARC LENGTH	TANL
SPICD-1	0.000	538677.673	285759.405	4.190	19.000	308.97554	359.47485	119.206	0.087
IPICD-1		538677.740	285759.350						
CPICD-1	5.000	538673.419	285762.005	4.269					
CPICD-2	10.000	538668.635	285763.409	4.287					
CPICD-3	15.000	538663.651	285763.521	4.214					
CPICD-4	20.000	538658.809	285762.332	4.109					
CPICD-5	25.000	538654.443	285759.924	4.058					
CPICD-6	30.000	538650.854	285756.464	4.071					
CPICD-7	35.000	538648.289	285752.189	4.043					
CPICD-8	40.000	538646.923	285747.394	3.977					
CPICD-9	45.000	538646.853	285742.409	3.913					
CPICD-10	50.000	538648.081	285737.577	3.926					
CPICD-11	55.000	538650.524	285733.231	4.045					
CPICD-12	60.000	538654.013	285729.670	4.156					
CPICD-13	65.000	538658.309	285727.140	4.155					
CPICD-14	70.000	538663.115	285725.814	4.080					
CPICD-15	75.000	538668.101	285725.783	4.022					
CPICD-16	80.000	538672.922	285727.051	4.005					
CPICD-17	85.000	538677.248	285729.529	4.031					
CPICD-18	90.000	538680.781	285733.048	4.099					
CPICD-19	95.000	538683.276	285737.364	4.193					
CPICD-20	100.000	538684.563	285742.181	4.207					
CPICD-21	105.000	538684.552	285747.166	4.166					
CPICD-22	110.000	538683.245	285751.977	4.155					
CPICD-23	115.000	538680.732	285756.283	4.172					
EPICD-1	119.206	538677.808	285759.295	4.188	309.50070				

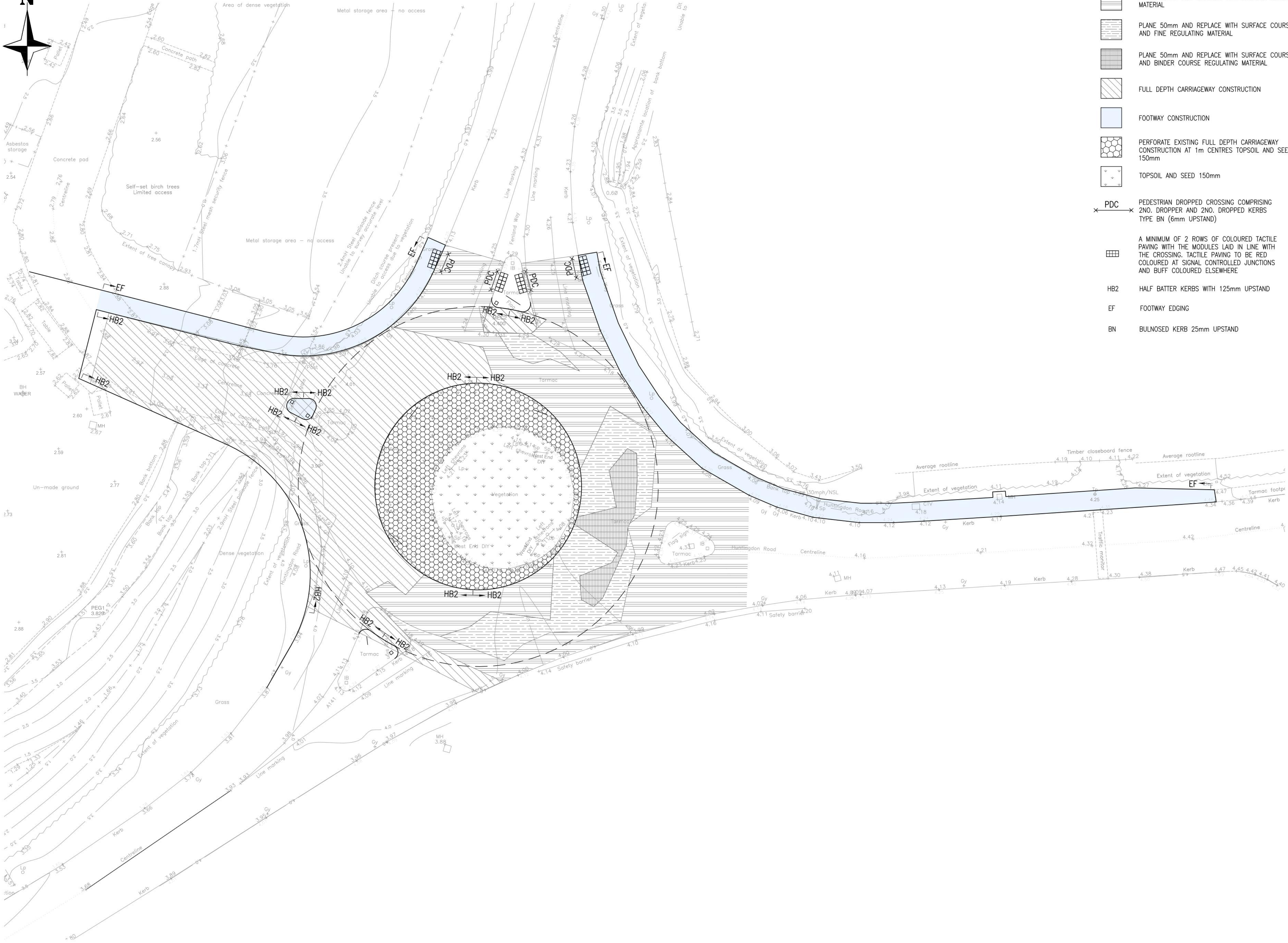
ALIGNMENT CROWN NE									
LOCATION	CHAINAGE	EASTING	NORTHING	LEVEL	RADIUS	BEARING	ANGLE	ARC LENGTH	TANL
SPCROWNNE-1	0.000	538675.981	285757.314	4.244	16.310	308.97554	359.47485	102.331	0.075
IPCROWNNE-1		538676.039	285757.287						
CPCROWNNE-1	5.000	538671.876	285759.819	4.334					
CPCROWNNE-2	10.000	538666.816	285760.907	4.326					
CPCROWNNE-3	15.000	538661.854	285760.479	4.213					
CPCROWNNE-4	20.000	538657.253	285758.573	4.122					
CPCROWNNE-5	25.000	538653.441	285755.367	4.123					
CPCROWNNE-6	30.000	538650.775	285751.161	4.096					
CPCROWNNE-7	35.000	538649.502	285746.346	4.020					
CPCROWNNE-8	40.000	538649.741	285741.371	3.958					
CPCROWNNE-9	45.000	538651.471	285736.701	4.028					
CPCROWNNE-10	50.000	538654.529	285732.770	4.182					
CPCROWNNE-11	55.000	538658.631	285729.946	4.217					
CPCROWNNE-12	60.000	538663.394	285728.491	4.137					
CPCROWNNE-13	65.000	538668.375	285728.541	4.069					
CPCROWNNE-14	70.000	538673.108	285730.092	4.060					
CPCROWNNE-15	75.000	538677.152	285732.998	4.111					
CPCROWNNE-16	80.000	538680.130	285736.990	4.214					
CPCROWNNE-17	85.000	538681.765	285741.695	4.271					
CPCROWNNE-18	90.000	538681.904	285746.673	4.220					
CPCROWNNE-19	95.000	538680.534	285751.461	4.174					
CPCROWNNE-20	100.000	538677.783	285755.613	4.202					
EPCROWNNE-1	102.331	538676.097	285757.219	4.244	309.50070				

ALIGNMENT ROAD1L									
LOCATION	CHAINAGE	EASTING	NORTHING	LEVEL	RADIUS	BEARING	ANGLE	ARC LENGTH	TANL
SP1L-1	0.000	538643.415	285723.405	3.870	15.000	29.77124	95.71884	25.059	16.577
CP1L-1	5.000	538645.898	285727.745	3.921					
TP1L-1a	5.244	538646.019	285727.957	3.924					
IP1L-1		538654.250	285742.346						
CP1L-2	10.000	538647.692	285732.388	3.973					
CP1L-3	15.000	538647.870	285737.361	3.997					
CP1L-4	20.000	538646.412	285742.120	3.946					
CP1L-5	25.000	538643.476	285746.139	3.818					
CP1L-6	30.000	538639.387	285748.976	3.614					
TP1L-1b	30.303	538639.112	285749.102	3.599	294.05240	294.05240			
CP1L-7	35.000	538634.823	285751.017	3.360					
CP1L-8	40.000	538630.257	285753.055	3.106					
CP1L-9	45.000	538625.691	285755.092	2.852					
EP1L-1	47.330	538623.563	285756.042	2.733					

ALIGNMENT ROAD1									
LOCATION	CHAINAGE	EASTING	NORTHING	LEVEL	RADIUS	BEARING	ANGLE	ARC LENGTH	TANL
JP1-1	0.000	538648.295	285752.205	4.043		287.42446			
CP1-1	5.000	538643.525	285753.702	3.793					
CP1-2	10.000	538638.754	285755.199	3.543					
CP1-3	15.000	538633.984	285756.696	3.293					
CP1-4	20.000	538629.213	285758.193	3.043					
EP1-1	24.953	538624.488	285759.677	2.795	287.42446				

ALIGNMENT ROAD1R									
LOCATION	CHAINAGE	EASTING	NORTHING	LEVEL	RADIUS	BEARING	ANGLE	ARC LENGTH	TANL
SP1R-1	0.000	538662.260	285770.111	4.130	15.000	204.14026	77.35643	20.252	12.008
TP1R-1a	3.102	538660.991	285767.280	4.115		204.14026			
IP1R-1		538656.080	285756.323						
CP1R-1	5.000	538660.108	285765.602	4.105					
CP1R-2	10.000	538656.847	285761.843	4.063					
CP1R-3	15.000	538652.535	285759.357	3.966					
CP1R-4	20.000	538647.647	285758.419	3.811					
TP1R-1b	23.354	538644.313	285758.716	3.676		281.49669			
CP1R-5	25.000	538642.700	285759.044	3.600		20.000			
TP1R-2a	27.163	538640.581	285759.475	3.492					
IP1R-2		538640.105	285759.572						
TP1R-2b	28.134	538639.635	285759.692	3.443	284.27668				
CP1R-6	30.000	538637.826	285760.152	3.349					
CP1R-7	35.000	538632.980	285761.385	3.096					
CP1R-8	40.000	538628.135	285762.618	2.843	284.27668				
EP1R-1	42.809	538625.412	285763.311	2.701					

ALIGNMENT CEN ISLA									
LOCATION	CHAINAGE	EASTING	NORTHING	LEVEL	RADIUS	BEARING	ANGLE	ARC LENGTH	TANL
SPCENISLA-1	0.000	538672.584	285753.116	4.105	10.910	308.97554	359.47485	68.451	0.050
IPCENISLA-1		538672.623	285753.084						
CPCENISLA-1	5.000	538668.124	285755.277	4.148					
CPCENISLA-2	10.000	538663.168	285755.241	4.079					
CPCENISLA-3	15.000	538658.738	285753.016	3.976					
CPCENISLA-4	20.000	538655.751	285749.062	3.962					
CPCENISLA-5	25.000	538654.820	285744.194	3.849					
CPCENISLA-6	30.000	538656.140	285739.416	3.889					
CPCENISLA-7	35.000	538659.437	285735.716	4.082					
CPCENISLA-8	40.000	538664.031	285733.855	4.005					
CPCENISLA-9	45.000	538668.974	285734.220	3.921					
CPCENISLA-10	50.000	538673.246	285736.733	3.971					
CPCENISLA-11	55.000	538675.965	285740.877	4.113					
CPCENISLA-12	60.000	538676.570	285745.796	4.088					
CPCENISLA-13	65.000	538674.936	285750.476	4.075					
EPENISLA-1	68.451	538672.662	285753.052	4.105	309.50070				



KEY:

- PLANE 50mm AND REPLACE WITH SURFACE COURSE MATERIAL
- PLANE 50mm AND REPLACE WITH SURFACE COURSE AND FINE REGULATING MATERIAL
- PLANE 50mm AND REPLACE WITH SURFACE COURSE AND BINDER COURSE REGULATING MATERIAL
- FULL DEPTH CARRIAGEWAY CONSTRUCTION
- FOOTWAY CONSTRUCTION
- PERFORATE EXISTING FULL DEPTH CARRIAGEWAY CONSTRUCTION AT 1m CENTRES TOPSOIL AND SEED 150mm
- TOPSOIL AND SEED 150mm
- PEDESTRIAN DROPPED CROSSING COMPRISING 2NO. DROPPER AND 2NO. DROPPED KERBS TYPE BN (6mm UPSTAND)
- A MINIMUM OF 2 ROWS OF COLOURED TACTILE PAVING WITH THE MODULES LAID IN LINE WITH THE CROSSING. TACTILE PAVING TO BE RED COLOURED AT SIGNAL CONTROLLED JUNCTIONS AND BUFF COLOURED ELSEWHERE
- HB2 HALF BATTER KERBS WITH 125mm UPSTAND
- EF FOOTWAY EDGING
- BN BULNOSED KERB 25mm UPSTAND

NOTES:

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C	AMENDMENTS FOLLOWING CCC COMMENTS	PT	TR	TR	23.03.22
B	AMENDMENTS FOLLOWING LOCAL AUTHORITY COMMENTS	PT	TR	TR	15.03.22
A	AMENDED FOLLOWING CCC COMMENTS	PT	TR	TR	11.02.22
-	FIRST ISSUE	PT	DMH	TR	24.02.22
REV:	AMENDMENTS:	DRN	CHK	APP	DATE:

PROJECT: STAINLESS METALCRAFT, CHATTERIS

DRAWING TITLE: SECTION 278 SURFACE FINISHES PLAN

CLIENT: STAINLESS METALCRAFT

DRAWING NUMBER: 260304_03_060_04

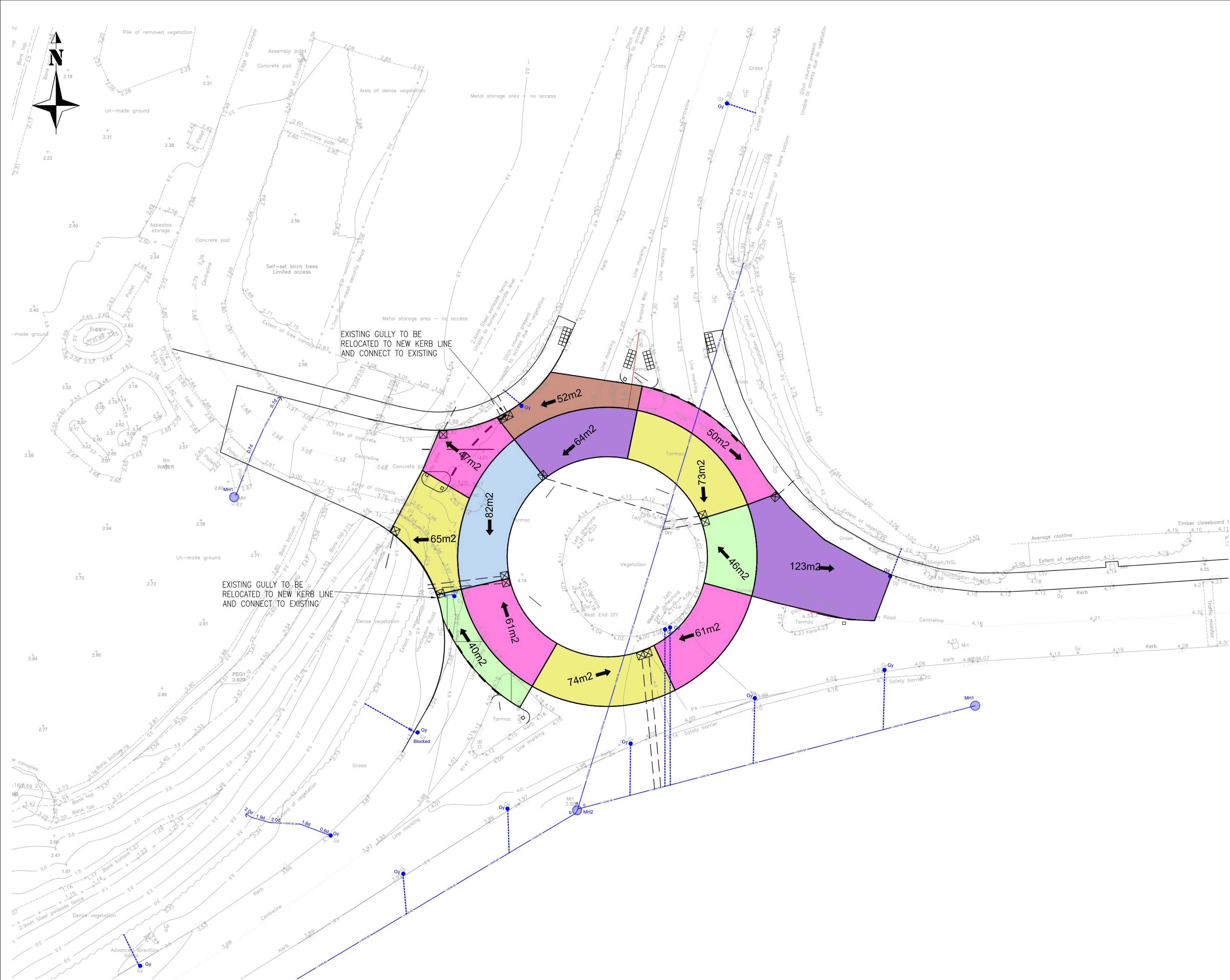
REVISION: C SHEET SIZE: A1 SCALE: 1:200

STATUS: PRELIMINARY

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14. ANY EXISTING MANHOLE/UTILITY COVERS WITHIN THE PROPOSED FOOTWAY/CYCLEWAY TO BE RAISED TO MATCH PROPOSED LEVELS

KEY:

- PROPOSED GULLY
- EXISTING GULLY
- EXISTING SURFACE WATER SEWER

C	AMENDMENTS FOLLOWING CCC COMMENTS	PT	TR	TR	04.04.22
B	AMENDMENTS FOLLOWING LOCAL AUTHORITY COMMENTS	PT	TR	TR	15.03.22
A	AMENDED FOLLOWING CCC COMMENTS	PT	TR	TR	11.02.22
F	FIRST ISSUE	PT	DMH	TR	24.01.22
REV:	AMENDMENTS:	DRN	CHK	APP	DATE:

PROJECT: STAINLESS METALCRAFT, CHATTERIS

DRAWING TITLE: SECTION 278 DRAINAGE PLAN

CLIENT: STAINLESS METALCRAFT

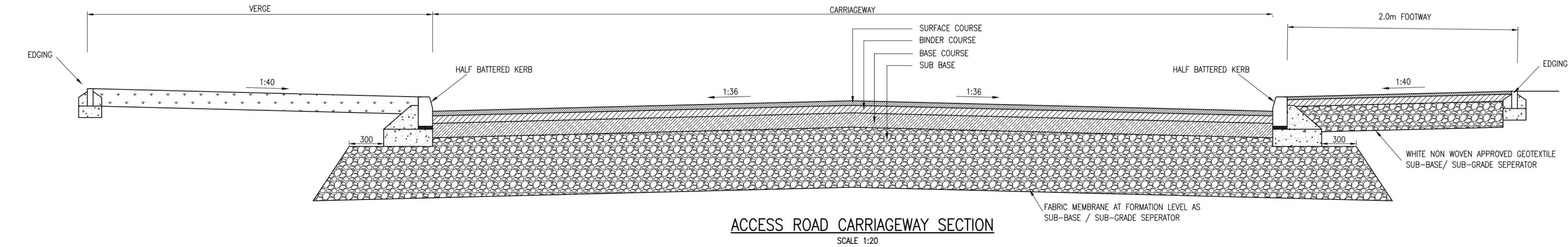
DRAWING NUMBER: 26034_03_070_05

REVISION: C SHEET SIZE: A1 SCALE: 1:200

STATUS: PRELIMINARY

M-EC Consulting Development Engineers

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CARRIAGEWAY SPECIFICATION

	DISTRIBUTOR ROAD
SURFACE COURSE	50mm CASC 30/14 F SURF TO BS EN 13108-4 AND PD6691 WITH 40-60 PEN BINDER. CLAUSE 12.02 REFERS. STABILITY 4-8kN. PSV 68+
BINDER COURSE	65mm AC 20 DENSE BIN TO BS 13108-1 AND PD6691 AND LAID 65mm THICK. IT SHALL BE LAID AND THOROUGHLY COMPACTED ALL IN ACCORDANCE WITH BS 594987:2010. BINDER TO BE 40-60 PEN.
BASE COURSE	125m AC 20 DENSE BIN TO BS EN 13108-1 AND PD 6691. IT SHALL BE PLACED IN TWO LAYERS AND THOROUGHLY COMPACTED ALL IN ACCORDANCE WITH BS 594987:2010. AC 20 DENSE BIN CAN BE PLACED IN ONE LAYER OF 100mm WHEN A ROLLER OF AT LEAST 8 TONNE DEAD WEIGHT OR VIBRATORY ROLLER OF EQUIVALENT MASS IS AVAILABLE. THE SUPPLIED MATERIAL MUST BE COMPACTED IN ACCORDANCE WITH BS54987:2010.
SUB-BASE/CAPPING	SUB BASE - TYPE 1 MATERIAL TO CLAUSE 803 (THICKNESS SUBJECT TO INSITU CBR RESULTS - SEE TABLE 1) 520mm THICKNESS UNLESS PROVED OTHERWISE THROUGH CBR TESTING. CAPPING - 6F2 MATERIAL (THICKNESS SUBJECT TO INSITU CBR RESULTS)

FOOTWAY SPECIFICATION

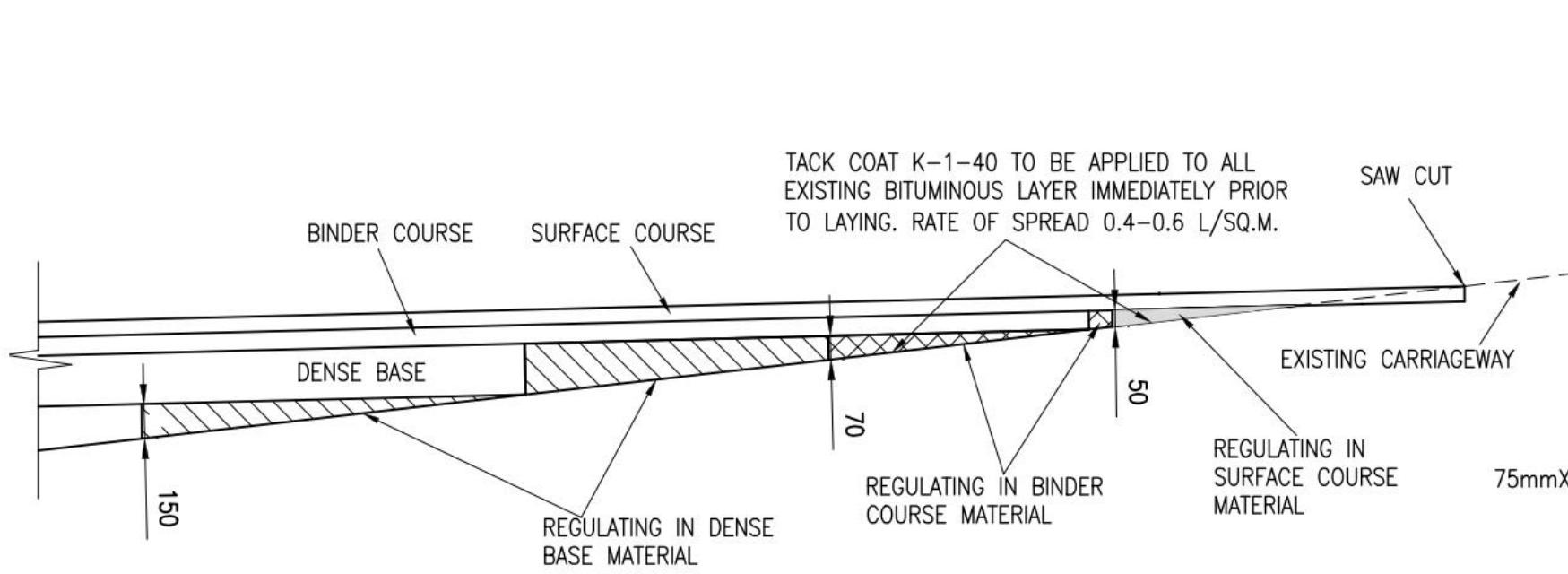
	BITUMINOUS FOOTWAY/CYCLEWAY/LIGHT VEHICLE CROSSING	VERGE
SURFACE COURSE	25mm COMPACTED THICKNESS OF AC 6 DENSE SURF IN ACCORDANCE WITH BS EN 13108-1 AND PD6691. THE COARSE AGGREGATE SHALL BE EITHER CRUSHED ROCK OR GRAVEL.	150mm THICK LAYER OF TOPSOIL FULLY COMPLIANT WITH BS 3882:1994 FREE FROM WEEDS, COARSE GRASS AND STONES. SHALL BE PLACED LEVELLED AND RAKED SMOOTH. GRASS SEED MIXTURE TO BE BRITISH SEED HOUSES - MIX A22
BINDER COURSE	60mm COMPACTED THICKNESS OF AC 14 CLOSE SURF DENSE ASPHALT CONCRETE TO BS EN 13108-1 AND PD6691 WITH 40-60	N/A
DENSE BASE	N/A	N/A
SUB-BASE/CAPPING	225mm SHW CLAUSE 803, TYPE 1, HER SUB-BASE OR SHW CLAUSE 804, OR COMPLIANT RECYCLED MATERIAL, COMPACTED TO TABLE 3B - BASE COMPACTION TO A FINISHED THICKNESS SHOWN IN TABLE 3	N/A

TABLE 1 - DISTRIBUTOR ROAD SUB-BASE THICKNESSES

MEASURED CBR VALUES	REQUIRED DEPTH OF TYPE 1 OR HER SUB-BASE
CBR LESS THAN 2%	520mm ± 10mm

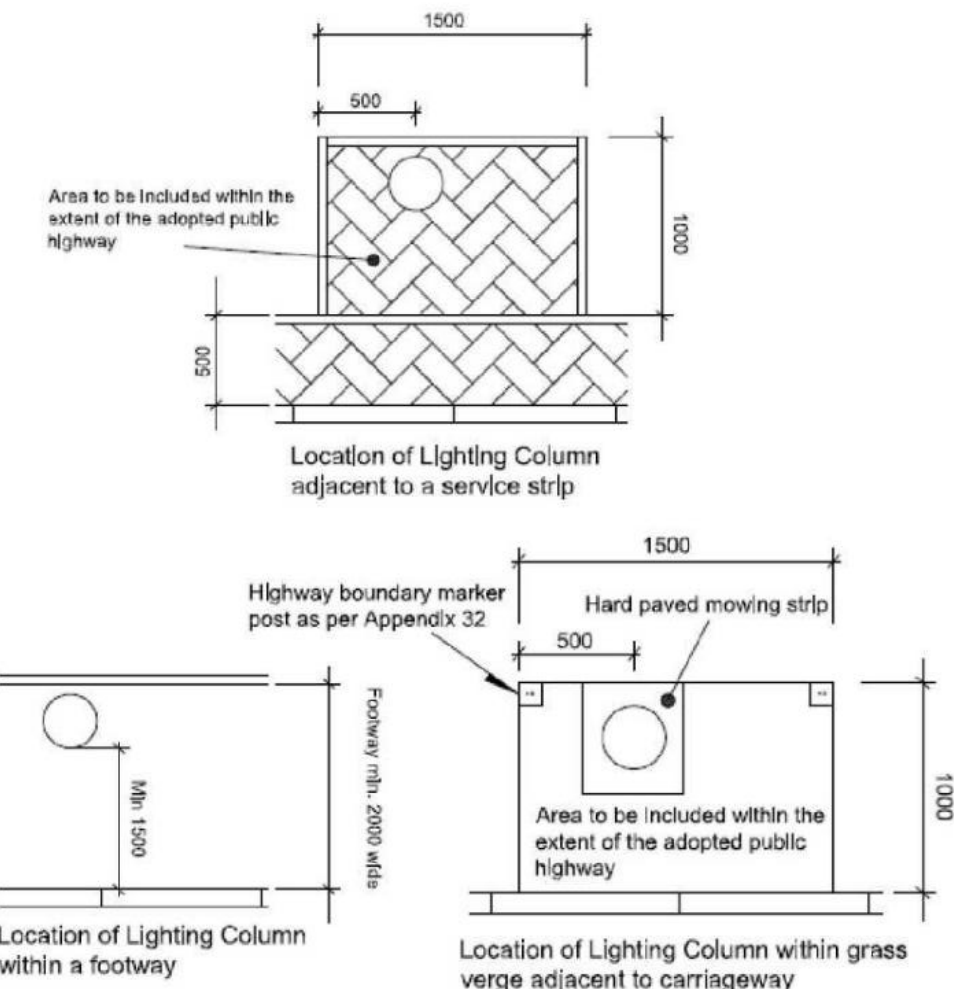
TABLE 3 - DEPTH OF SUB-BASE MATERIALS - FOOTWAY

TYPE OF FOOTWAY	DEPTH OF SUB-BASE
LIGHT-VEHICLE CROSSING OF FOOTWAY WITH OCCASIONAL VEHICLE OVERRUN / TURNING	225mm
HEAVY VEHICLE CROSSING OF FOOTWAY	365mm
FOOTPATH SEPARATE FROM CARRIAGEWAY	150mm



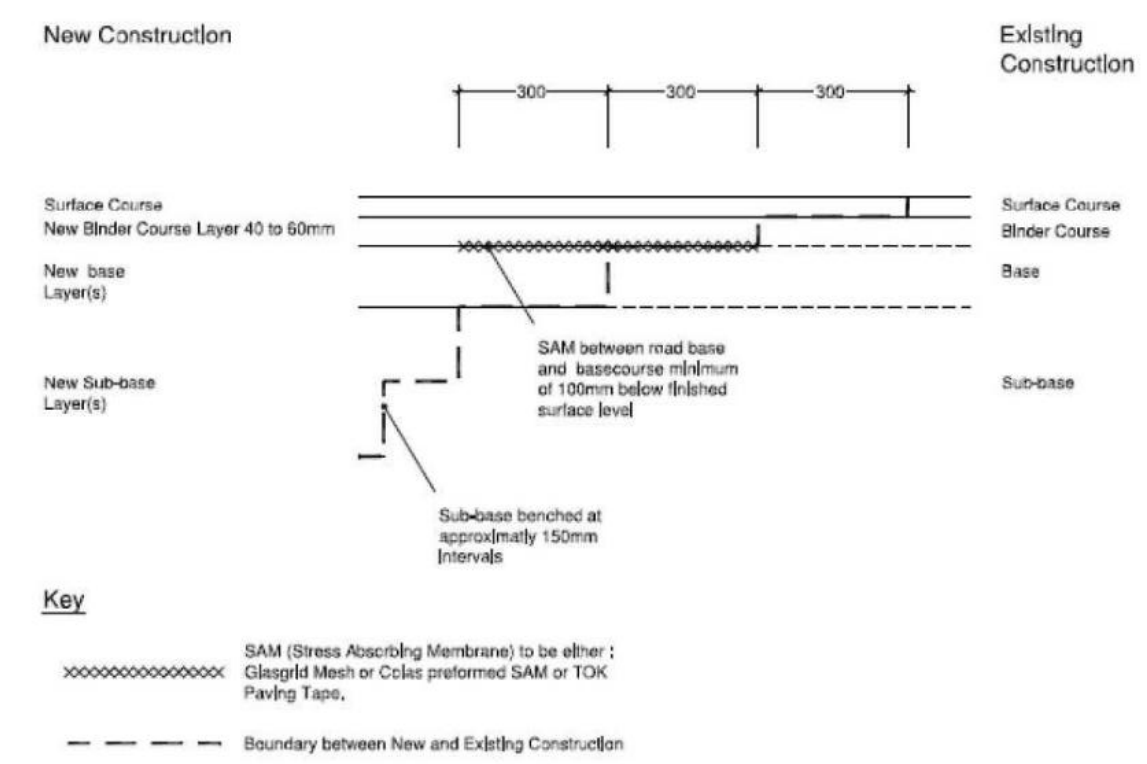
CARRIAGEWAY REGULATING DETAIL

SCALE 1:20



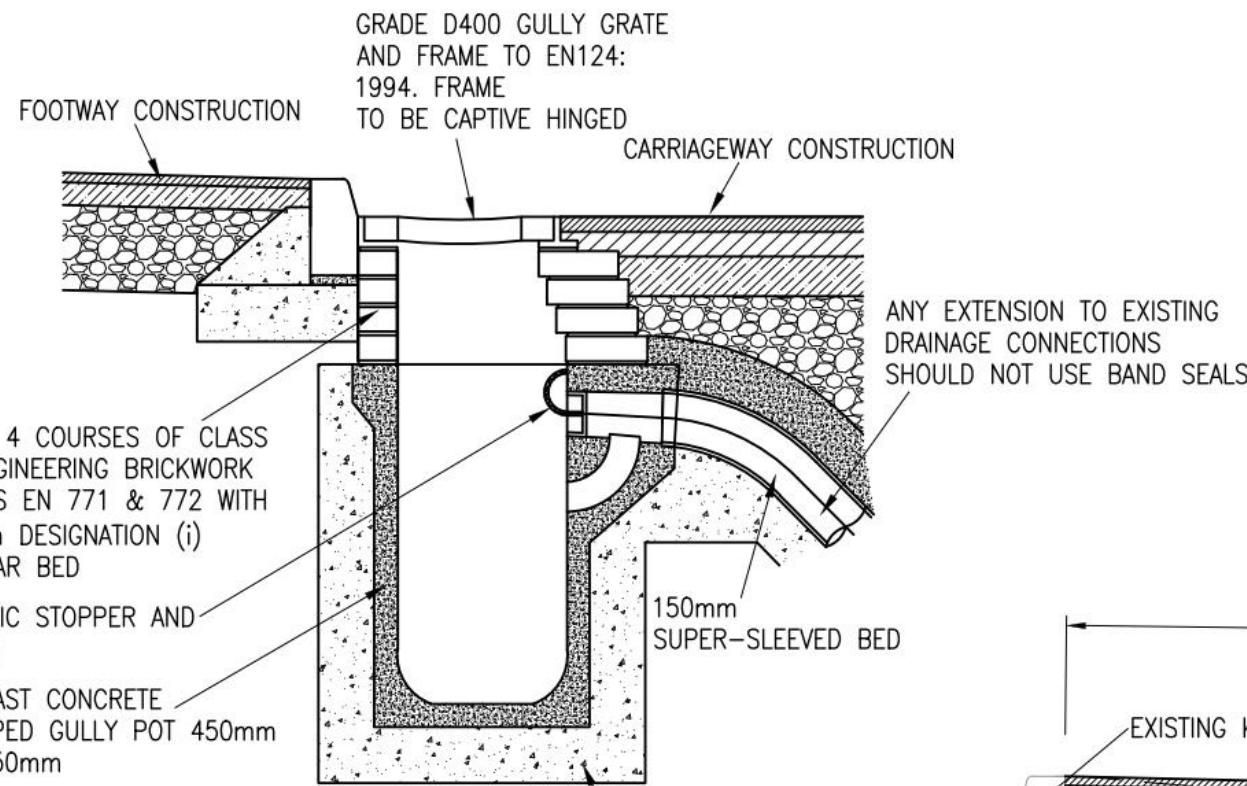
TYPICAL LIGHTING UNIT POSITIONS

SCALE NTS



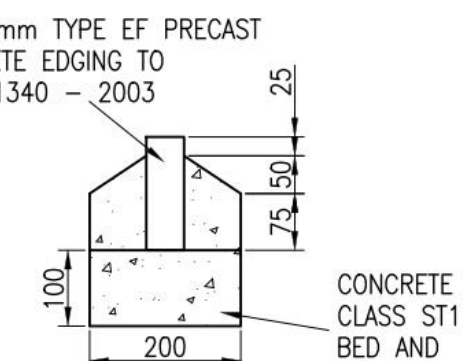
STEPPED CONSTRUCTION DETAIL

SCALE NTS



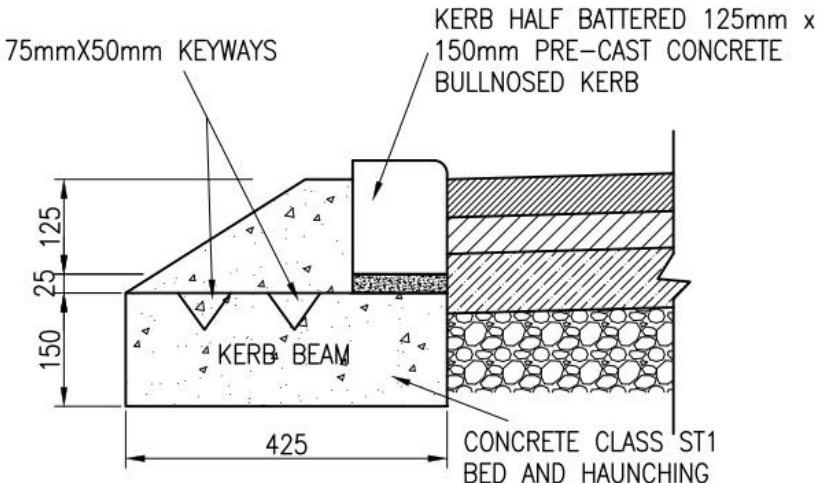
TRAPPED CARRIAGEWAY GULLY DETAIL

SCALE 1:20



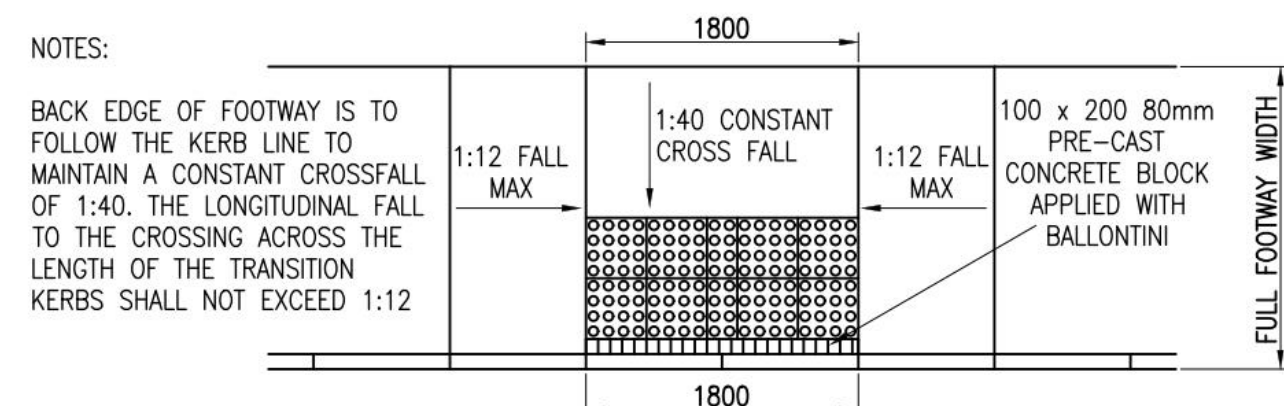
EDGING DETAIL

SCALE 1:10



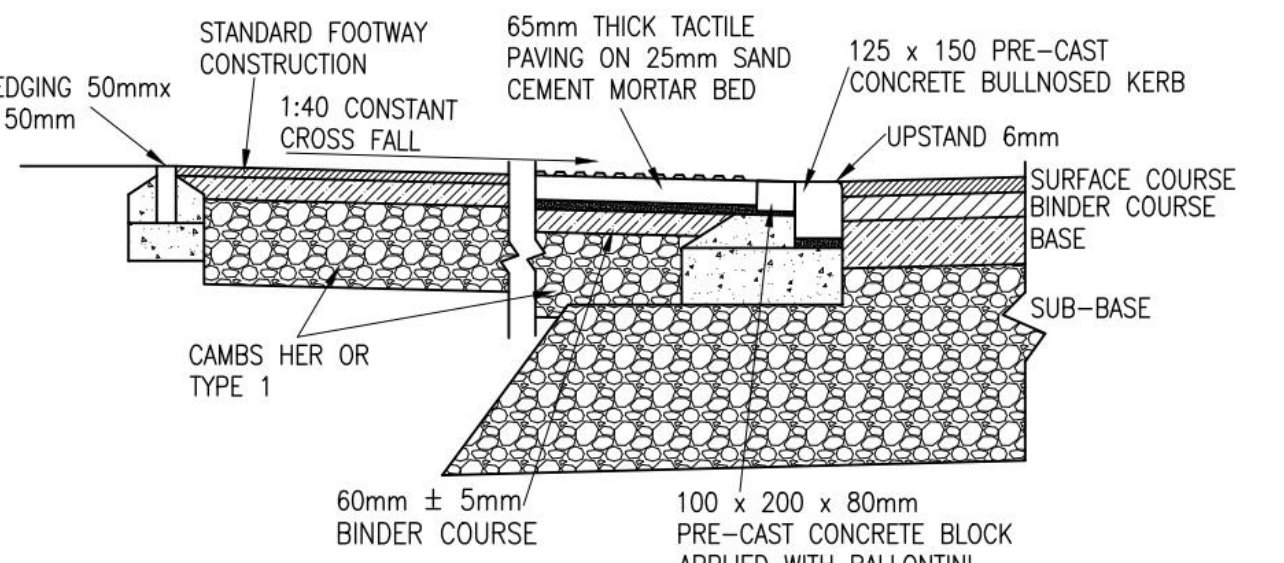
DROPPED KERB DETAIL

SCALE 1:10



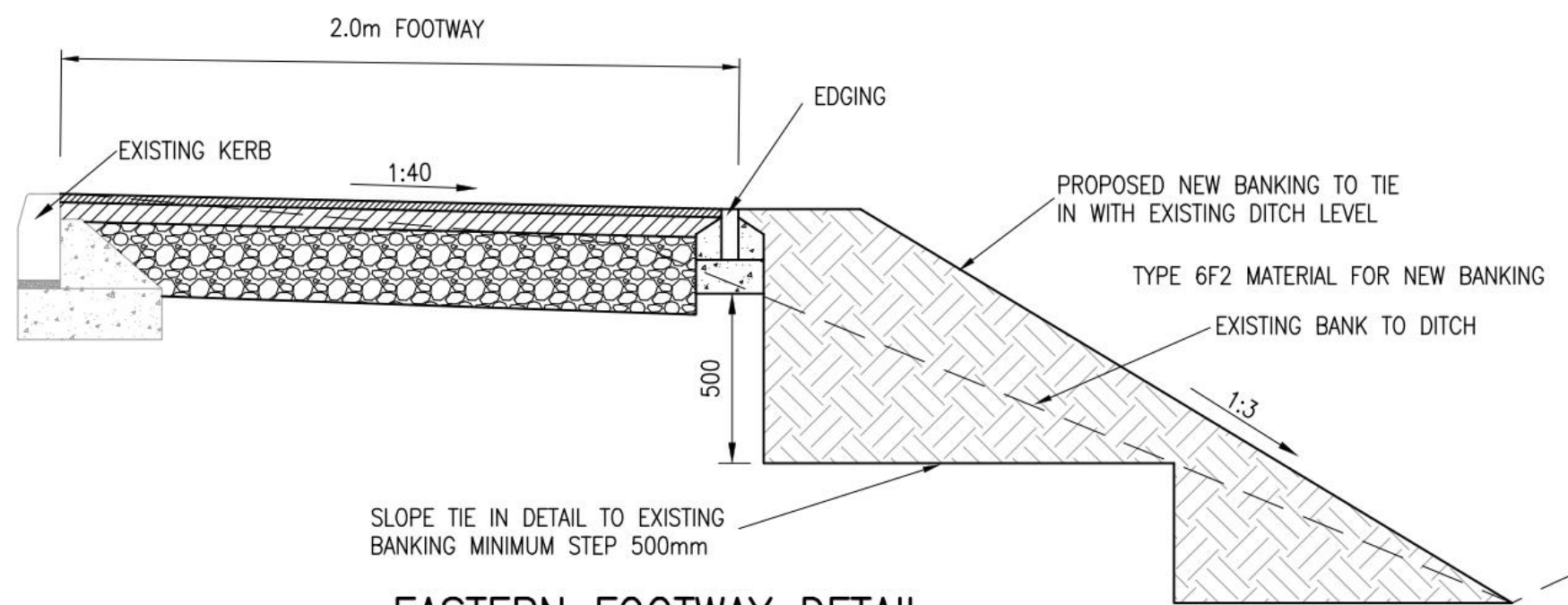
UNCONTROLLED PEDESTRIAN CROSSING TYPICAL PLAN

SCALE 1:50



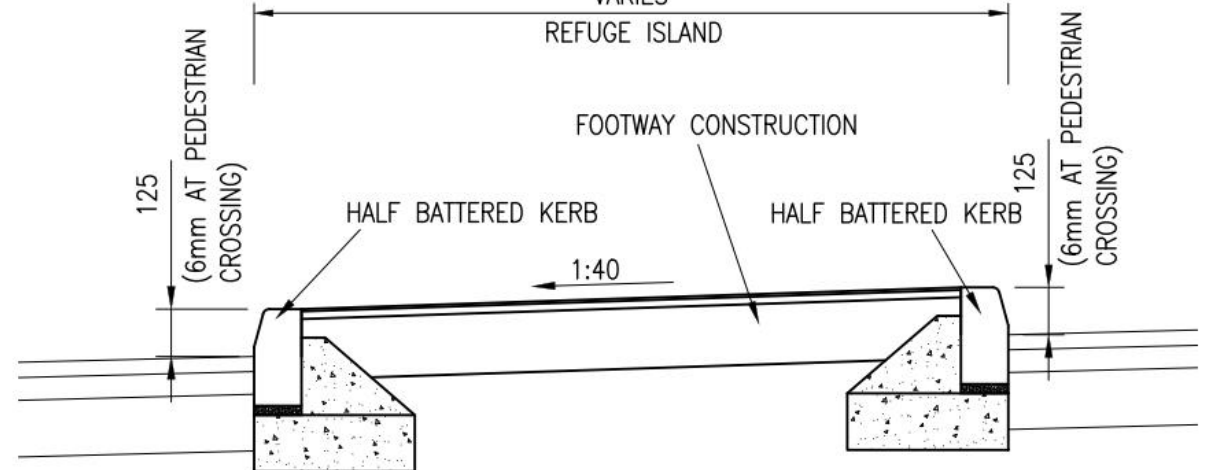
UNCONTROLLED PEDESTRIAN CROSSING TYPICAL SECTION

SCALE 1:20



EASTERN FOOTWAY DETAIL

SCALE 1:20



TYPICAL PEDESTRIAN REFUGE SECTION

SCALE 1:20

NOTES:

- DO NOT SCALE THIS DRAWING.
- ALL DIMENSIONS ARE IN MILLIMETERS UNLESS STATED OTHERWISE.
- CONCRETE BEDS TO KERBS TO BE MECHANICALLY VIBRATED AND THE SURFACE ROUGHENED TO PROVIDE A KEY FOR BACKING.
- ALL KERBS TO BE LAID ON A 20MM BED OF CLASS 1 SAND/CEMENT MORTAR.
- TYPE HB2 KERB FACE TO BE 125mm THROUGHOUT. ALL KERBS TO BE TO BS EN 1340:2003. MINIMUM UPSTAND ON 145X255 KERB TO BE 6MM UNLESS SPECIFIED OTHERWISE.
- KERBS TO BE LAID IN SMOOTH VERTICAL AND HORIZONTAL ALIGNMENTS. FOR CURVES OF RADIUS 12M OR LESS PRECAST KERBS OF APPROPRIATE RADIUS SHALL BE USED.
- SULPHATE RESISTING CEMENT PRODUCTS TO BE USED THROUGHOUT FOR DRAINAGE WORKS.
- THE FRAMES TO GULLY POTS SHALL BE BEDDED ON A FULL MORTAR BED OF 1:3 CEMENT/SAND MORTAR. THEY SHALL BE ACCURATELY SET FOR THE LEVEL AND POSITIONED ON MIN 2 COURSE MAX 4 COURSE OF ENGINEERING BRICKS, SO THAT THE TOP OF THE FRAME WILL NORMALLY BE SET BELOW THE FINISHED CHANNEL LEVEL. THE ALLOWABLE TOLERANCE SHALL BE 0 TO -5MM.
- BRICKWORK SHALL COMPLY WITH BS 392:1995 FOR CLASS B ENGINEERING BRICKS, SET ON 1:3 CEMENT/SAND MORTAR.
- REFERENCES TO SHW CLAUSES ARE FROM THE SPECIFICATION FOR HIGHWAYS WORKS (HIGHWAYS AGENCY/TSO).
- ALL ADAPTABLE HIGHWAY WORKS SHALL BE CONSTRUCTED IN ACCORDANCE WITH CAMBRIDGESHIRE COUNTY COUNCIL'S HOUSING ESTATE ROAD CONSTRUCTION GUIDE.
- CBR TEST SHALL BE CARRIED OUT PRIOR TO CONSTRUCTION TO DETERMINE THE NEED FOR A CAPPING LAYER AND THE THICKNESS OF SUB-BASE. THE NUMBER AND LOCATION OF THE TESTS MUST BE AGREED WITH CCC HIGHWAY AUTHORITY, FAILURE TO DO SO WILL RESULT IN THE HA ASSUMING A CBR OF LESS THAN 2%.

C	AMENDMENTS FOLLOWING LOCAL AUTHORITY COMMENTS	PT	TR	TR	15.03.22
B	AMENDMENTS FOLLOWING LOCAL AUTHORITY COMMENTS	PT	TR	TR	22.02.22
A	AMENDED FOLLOWING CCC COMMENTS	PT	TR	TR	11.02.22
REV	AMENDMENTS	PT	DMH	TR	24.02.22

PROJECT: STAINLESS METALCRAFT, CHATTERIS

DRAWING TITLE: PROPOSED ACCESS HIGHWAY CONSTRUCTION DETAILS

CLIENT: STAINLESS METALCRAFT

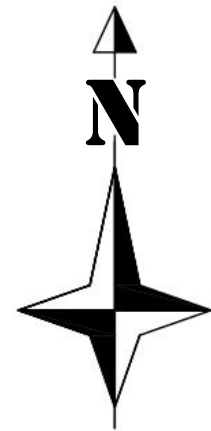
DRAWING NUMBER: 26034_03_080_06

REVISION: C	SHEET SIZE: A1	SCALE: AS SHOWN
DRAWN BY:	CHECKED BY:	DATE:

STATUS: FOR CONSTRUCTION

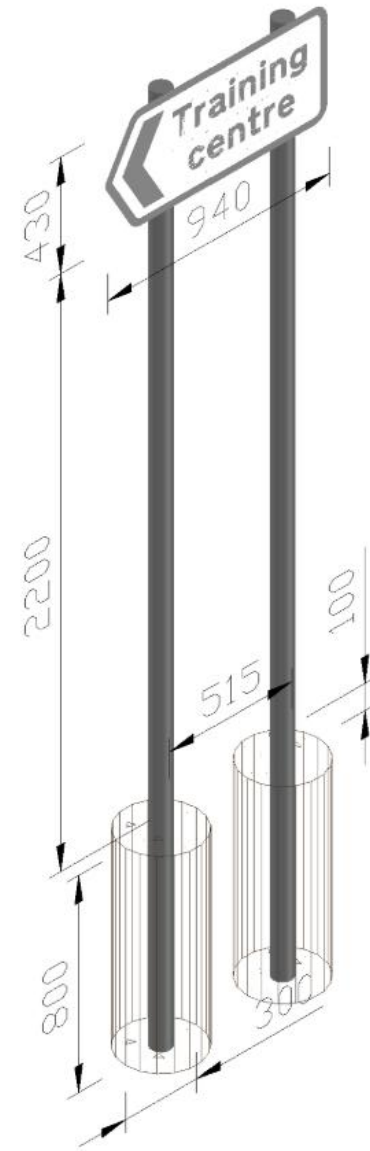


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NEW PANEL TO BE FITTED TO EXISTING ADS TO SHOW 'STUB' FOR ACCESS TO TRAINING CENTRE

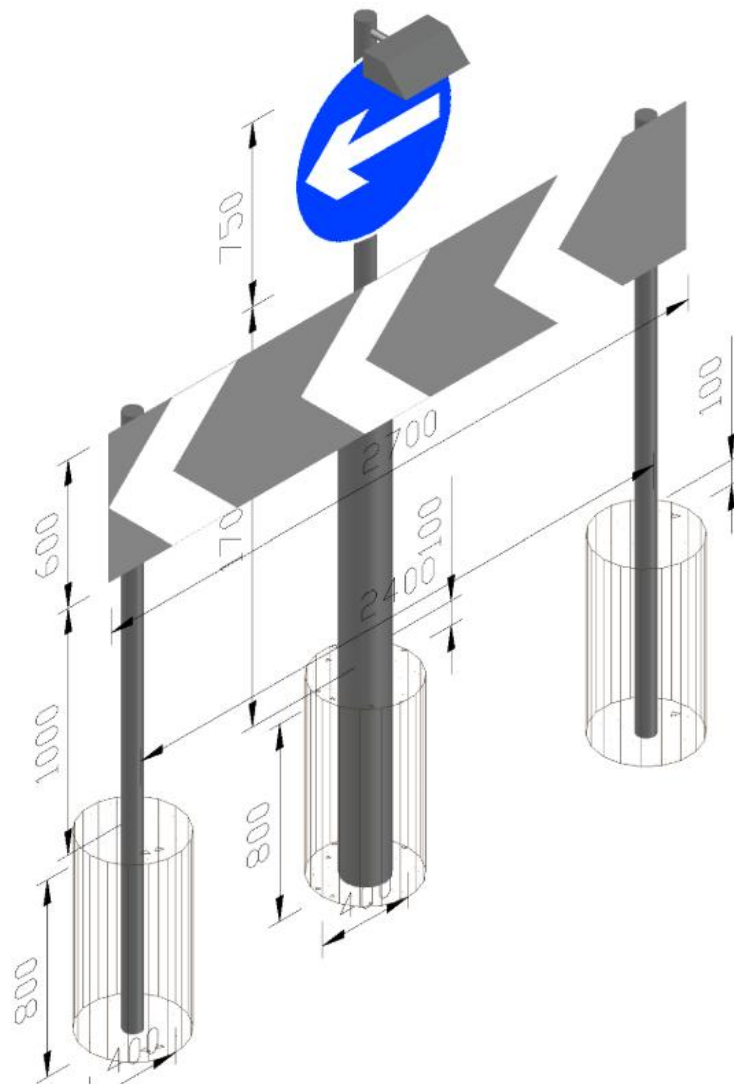
NOTE
NEW POSTS SHOULD BE PROVIDED ON EXITING SIGNS WHERE REQUIRED AND THE EXISTING PANEL BE RE-USED



Signing Project	Chatteris					
Sign Reference	A	Width (mm)	940	Background	White	
x Height	75.0	Height (mm)	430	Border	Black	
Material	Class RA2	Area (sq.m)	0.38	Legend	Black	



Signing Project	Chatteris					
Sign Reference	E	Width (mm)	750	Background	Blue	
x Height		Height (mm)	750	Border	White	
Material	Class RA2	Area (sq.m)	0.44	Legend	White	



Structural Calculation Details

Signs:
Reference: D
Width: 2700mm, Height: 600mm
Shape: Rectangle
Orientation: Facing front
Mounted on posts: 1, 2
Mounting height: 1000mm, at post

Posts:
Quantity: 2
Type: 76.1 x 3.2 CHS
Spacing: 2400mm
Post 1 Length: 2500mm
Post 2 Length: 2500mm

Base:
Type: Planted
Diameter: 400mm
Depth: 800mm
Volume: 0.20cu.m
Earth cover: 100mm

Structural Calculation Details

Signs:
Reference: E
Width: 750mm, Height: 750mm
Shape: Roundel
Orientation: Facing front
Mounted on posts: 1
Mounting height: 1700mm, at post

Posts:
Quantity: 1
Type: 76.1 x 3.2 CHS
Spacing: N/A
Post 1 (WBP) Length: 3470mm

Base:
Type: Planted
Diameter: 400mm
Depth: 800mm
Volume: 0.10cu.m
Earth cover: 100mm

Illumination:
Orientation: Facing front
Light on posts: 1

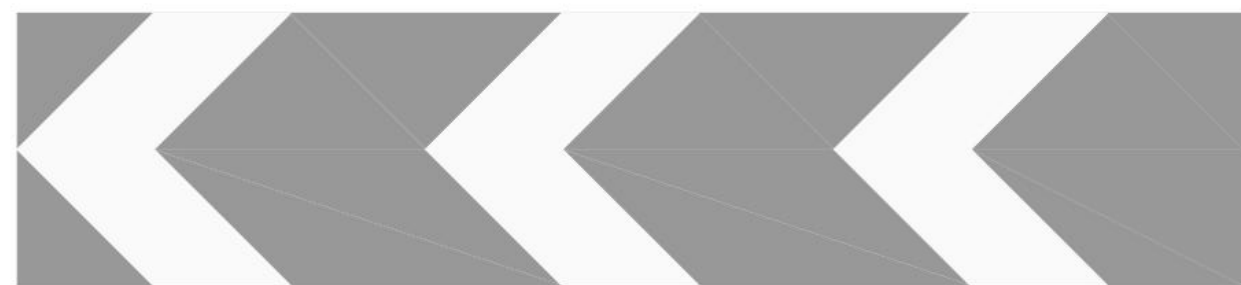
Structural Calculation Details

Signs:
Reference: B
Width: 450mm, Height: 450mm
Shape: Roundel
Orientation: Facing front
Mounted on posts: 1
Mounting height: 2200mm, at post

Reference: C
Width: 450mm, Height: 450mm
Shape: Roundel
Orientation: Facing back
Mounted on posts: 1
Mounting height: 2200mm, at post

Posts:
Quantity: 1
Type: 76.1 x 3.2 CHS
Spacing: N/A
Post 1 Length: 3550mm

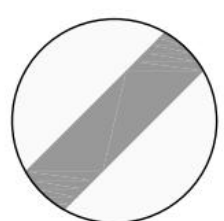
Base:
Type: Planted
Diameter: 300mm
Depth: 800mm
Volume: 0.06cu.m
Earth cover: 100mm



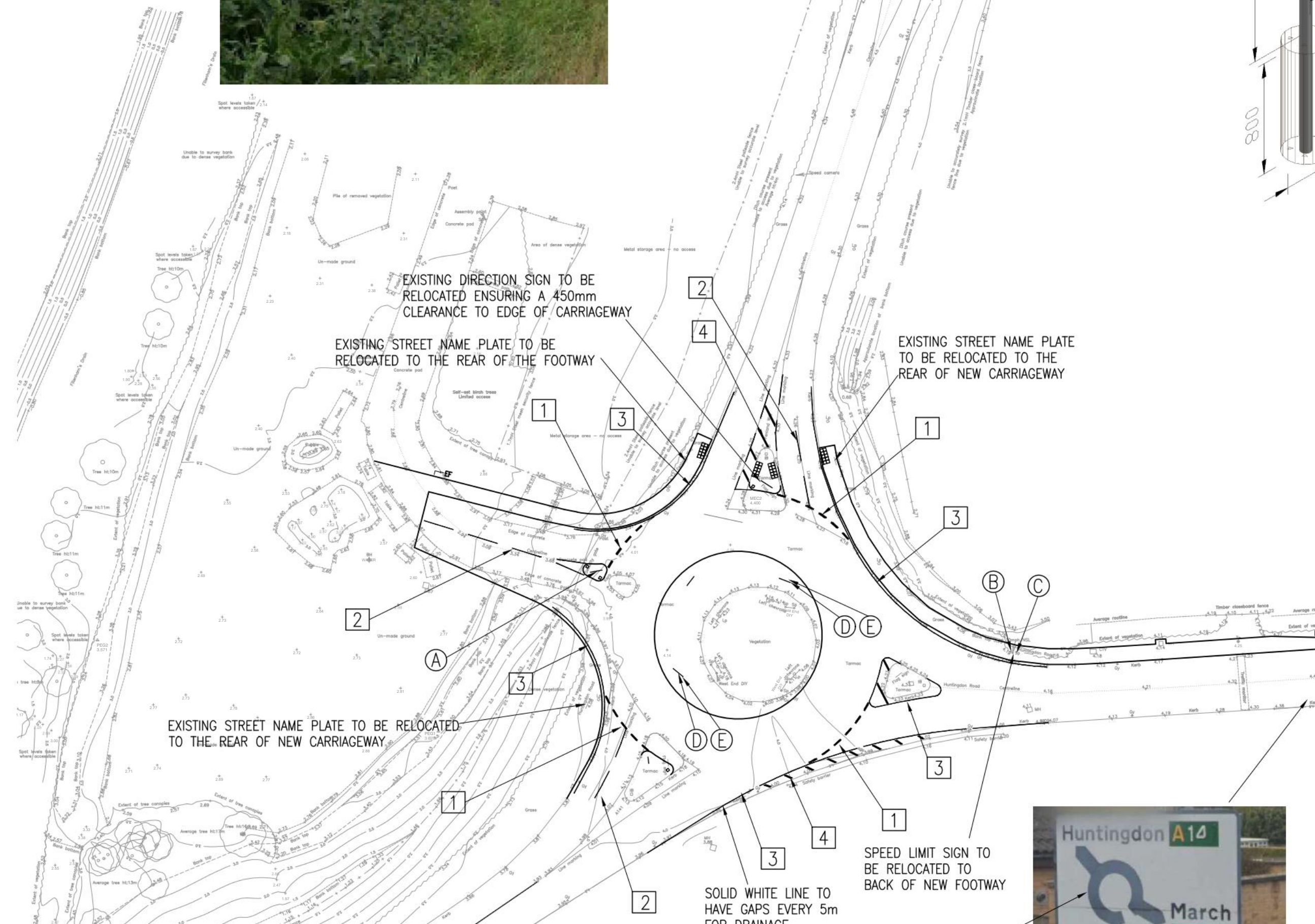
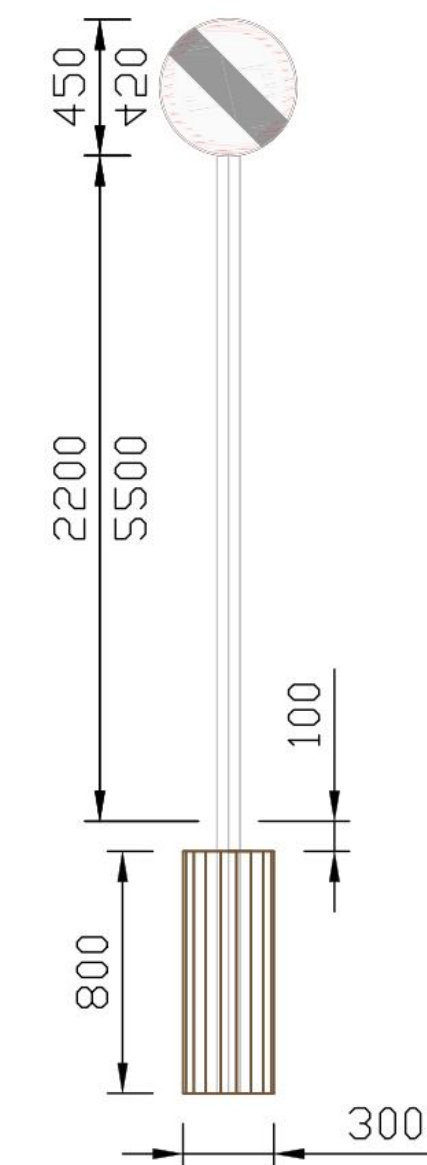
Signing Project	Chatteris					
Sign Reference	D	Width (mm)	2700	Background	White	
x Height	100.0	Height (mm)	600	Border	Black	
Material	Class RA2	Area (sq.m)	1.62	Legend	Black	



Signing Project	Chatteris					
Sign Reference	B	Width (mm)	450	Background	White	
x Height		Height (mm)	450	Border	Red	
Material	Class RA2	Area (sq.m)	0.16	Legend	Black	



Signing Project	Chatteris					
Sign Reference	C	Width (mm)	450	Background	White	
x Height		Height (mm)	450	Border	Black	
Material	Class RA2	Area (sq.m)	0.16	Legend	Black	



EXISTING DIRECTION SIGN TO BE RELOCATED ENSURING A 450mm CLEARANCE TO EDGE OF CARRIAGEWAY

EXISTING STREET NAME PLATE TO BE RELOCATED TO THE REAR OF THE FOOTWAY

EXISTING STREET NAME PLATE TO BE RELOCATED TO THE REAR OF NEW CARRIAGEWAY

EXISTING STREET NAME PLATE TO BE RELOCATED TO THE REAR OF NEW CARRIAGEWAY

SOLID WHITE LINE TO HAVE GAPS EVERY 5m FOR DRAINAGE

NEW PANEL TO BE FITTED TO EXISTING ADS TO SHOW 'STUB' FOR ACCESS TO TRAINING CENTRE



NEW PANEL TO BE FITTED TO EXISTING ADS TO SHOW 'STUB' FOR ACCESS TO TRAINING CENTRE

NEW PANEL TO BE FITTED TO NORTH BOUND EXISTING ADS TO SHOW 'STUB' FOR ACCESS TO TRAINING CENTRE (NOTE - LOCATION OF SIGN IS OUTSIDE THE EXTENT OF THE SURVEY)

NOTES:

- DO NOT SCALE THIS DRAWING.
- THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL OTHER RELEVANT ENGINEERS, ARCHITECTS AND SPECIALIST DESIGN DRAWINGS AND DETAILS.
- ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE. ALL LEVELS ARE IN METRES UNLESS NOTED OTHERWISE.
- ANY DISCREPANCIES NOTED ON SITE ARE TO BE REPORTED TO THE ENGINEER IMMEDIATELY.
- ALL HIGHWAY WORKS TO BE CARRIED OUT IN ACCORDANCE WITH CAMBRIDGESHIRE COUNTY COUNCIL DESIGN GUIDE
- THE CONTRACTOR SHALL CHECK ALL TIE-INS FOR LINE AND LEVEL WITH EXISTING BEFORE COMMENCING ANY WORKS. THE ENGINEER SHALL BE NOTIFIED IMMEDIATELY IN WRITING, SHOULD ANY ERRORS BE FOUND.
- IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO LOCATE ANY SERVICE APPARATUS IN THE VICINITY OF THE WORKS.
- IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO EXECUTE THE WORKS AT ALL TIMES IN STRICT ACCORDANCE WITH THE REQUIREMENTS OF THE HEALTH AND SAFETY AT WORK ACT 1974, AND THE C.D.M. REGULATIONS 2015.
- THE CONTRACTOR IS RESPONSIBLE FOR ENSURING THAT ALL WORKS ARE TO THE SATISFACTION OF THE ENGINEER, AND SHALL BE DEEMED TO HAVE INCLUDED WITHIN HIS RATES FOR ANY NECESSARY TESTING.
- THE CONTRACTOR WILL BE RESPONSIBLE FOR PROVIDING ALL NECESSARY DE-WATERING AND TRENCH SUPPORT TO EXECUTE THE WORKS IN A SATISFACTORY MANNER, AND SHALL BE DEEMED TO HAVE ALLOWED FOR THE SAME WITHIN HIS RATES.
- ALL BURIED CONCRETE PRODUCTS AND MORTAR SHALL BE MADE USING SULPHATE RESISTING CEMENT.
- ALL EXISTING/PROPOSED SERVICE COVERS LOCATED WITHIN THE TACTILE PAVING AREA ARE TO HAVE RECESSED LIDS IN FILLED WITH TACTILE PAVING.
- ALL KERBS TO BE HB2 WITH 125MM UPSTAND (UNLESS NOTED AS PDC).
- ANY EXISTING MANHOLE/UTILITY COVERS WITHIN THE PROPOSED FOOTWAY/CYCLEWAY TO BE RAISED TO MATCH PROPOSED LEVELS

KEY:

- WHITE LINING IN THERMOPLASTIC SCREED TO DIAG NO. 1003.1, 100mm LONG, 1000mm GAP, 200mm WIDE.
- WHITE LINING IN THERMOPLASTIC SCREED TO DIAG NO. 1004, 400mm LONG, 2000mm GAP, 100mm WIDE.
- WHITE LINING IN THERMOPLASTIC SCREED TO DIAG NO. 1012.1, 100mm WIDE.
- WHITE LINING IN THERMOPLASTIC SCREED TO DIAG NO. 1040.

D	AMENDMENTS TO SIGN DESIGN	PT	TR	TR	28.03.22
C	AMENDMENTS FOLLOWING CCC COMMENTS	PT	TR	TR	23.03.22
B	AMENDMENTS FOLLOWING RSK2	PT	TR	TR	09.03.22
A	AMENDED FOLLOWING CCC COMMENTS	PT	TR	TR	11.02.22
-	FIRST ISSUE	PT	DMH	TR	24.01.22
REV:	AMENDMENTS:	DRN	CHK	APP	DATE:

PROJECT: STAINLESS METALCRAFT, CHATTERIS

DRAWING TITLE: SECTION 278
SIGNING AND LINING
DETAILS

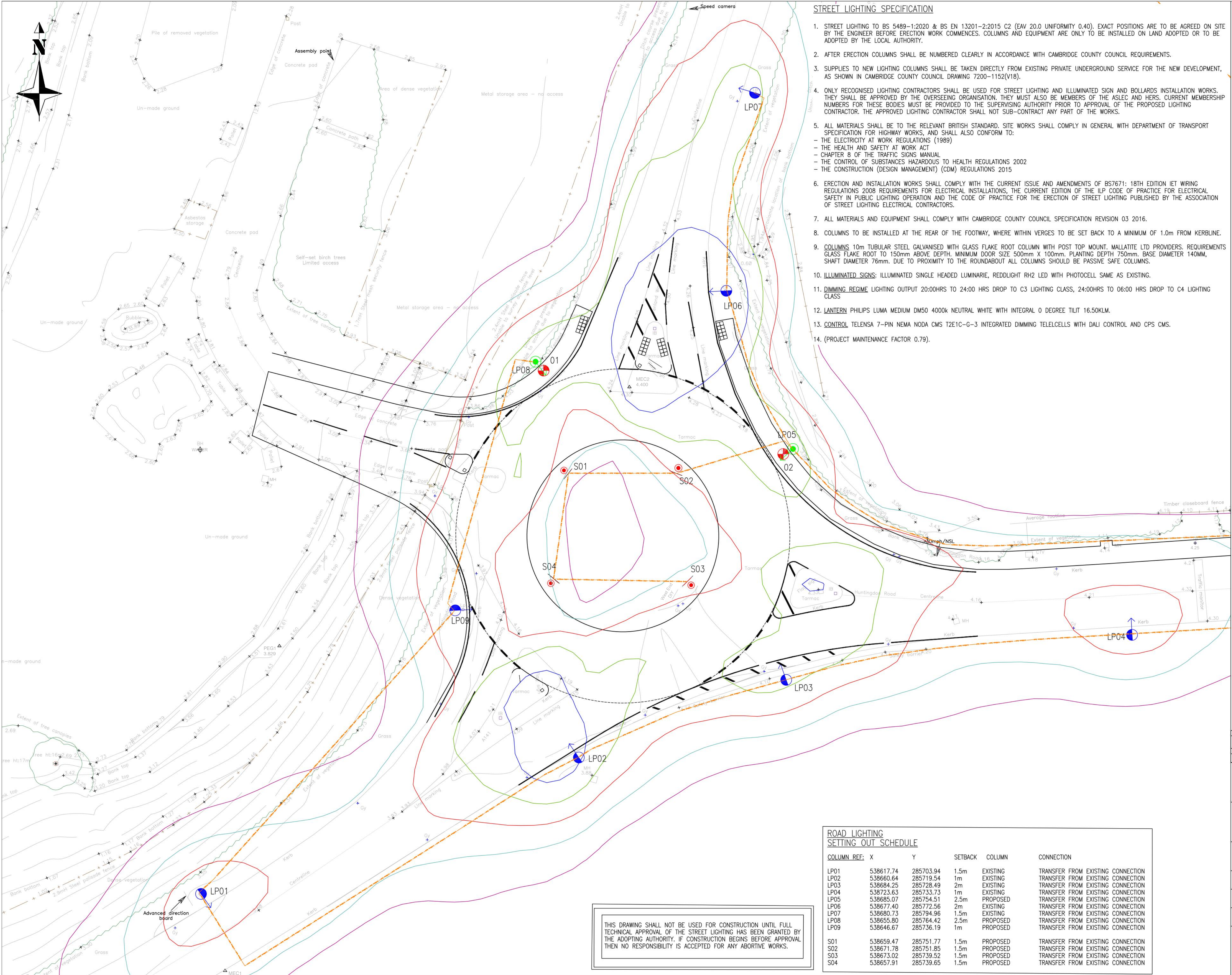
CLIENT: STAINLESS METALCRAFT

DRAWING NUMBER: 26034_03_090_07

REVISION: D SHEET SIZE: A1 SCALE: 1:500

STATUS: PRELIMINARY

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Website: www.m-ec.co.uk
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STREET LIGHTING SPECIFICATION

- 1. STREET LIGHTING TO BS 5489-1:2020 & BS EN 13201-2:2015 C2 (EAV 20.0 UNIFORMITY 0.40). EXACT POSITIONS ARE TO BE AGREED ON SITE BY THE ENGINEER BEFORE ERECTION WORK COMMENCES. COLUMNS AND EQUIPMENT ARE ONLY TO BE INSTALLED ON LAND ADOPTED OR TO BE ADOPTED BY THE LOCAL AUTHORITY.
- 2. AFTER ERECTION COLUMNS SHALL BE NUMBERED CLEARLY IN ACCORDANCE WITH CAMBRIDGE COUNTY COUNCIL REQUIREMENTS.
- 3. SUPPLIES TO NEW LIGHTING COLUMNS SHALL BE TAKEN DIRECTLY FROM EXISTING PRIVATE UNDERGROUND SERVICE FOR THE NEW DEVELOPMENT, AS SHOWN IN CAMBRIDGE COUNTY COUNCIL DRAWING 7200-1152(V18).
- 4. ONLY RECOGNISED LIGHTING CONTRACTORS SHALL BE USED FOR STREET LIGHTING AND ILLUMINATED SIGN AND BOLLARDS INSTALLATION WORKS. THEY SHALL BE APPROVED BY THE OVERSEEING ORGANISATION. THEY MUST ALSO BE MEMBERS OF THE ASLEC AND HERS. CURRENT MEMBERSHIP NUMBERS FOR THESE BODIES MUST BE PROVIDED TO THE SUPERVISING AUTHORITY PRIOR TO APPROVAL OF THE PROPOSED LIGHTING CONTRACTOR. THE APPROVED LIGHTING CONTRACTOR SHALL NOT SUB-CONTRACT ANY PART OF THE WORKS.
- 5. ALL MATERIALS SHALL BE TO THE RELEVANT BRITISH STANDARD. SITE WORKS SHALL COMPLY IN GENERAL WITH DEPARTMENT OF TRANSPORT SPECIFICATION FOR HIGHWAY WORKS, AND SHALL ALSO CONFORM TO:
 - THE ELECTRICITY AT WORK REGULATIONS (1989)
 - THE HEALTH AND SAFETY AT WORK ACT
 - CHAPTER 8 OF THE TRAFFIC SIGNS MANUAL
 - THE CONTROL OF SUBSTANCES HAZARDOUS TO HEALTH REGULATIONS 2002
 - THE CONSTRUCTION (DESIGN MANAGEMENT) (CDM) REGULATIONS 2015
- 6. ERECTION AND INSTALLATION WORKS SHALL COMPLY WITH THE CURRENT ISSUE AND AMENDMENTS OF BS7671: 18TH EDITION IET WIRING REGULATIONS 2008 REQUIREMENTS FOR ELECTRICAL INSTALLATIONS, THE CURRENT EDITION OF THE I.P. CODE OF PRACTICE FOR ELECTRICAL SAFETY IN PUBLIC LIGHTING OPERATION AND THE CODE OF PRACTICE FOR THE ERECTION OF STREET LIGHTING PUBLISHED BY THE ASSOCIATION OF STREET LIGHTING ELECTRICAL CONTRACTORS.
- 7. ALL MATERIALS AND EQUIPMENT SHALL COMPLY WITH CAMBRIDGE COUNTY COUNCIL SPECIFICATION REVISION 03 2016.
- 8. COLUMNS TO BE INSTALLED AT THE REAR OF THE FOOTWAY, WHERE WITHIN VERGES TO BE SET BACK TO A MINIMUM OF 1.0m FROM KERBLINE.
- 9. COLUMNS 10m TUBULAR STEEL GALVANISED WITH GLASS FLAKE ROOT COLUMN WITH POST TOP MOUNT. MALLATITE LTD PROVIDERS. REQUIREMENTS GLASS FLAKE ROOT TO 150mm ABOVE DEPTH. MINIMUM DOOR SIZE 500mm X 100mm. PLANTING DEPTH 750mm. BASE DIAMETER 140MM, SHAFT DIAMETER 76mm. DUE TO PROXIMITY TO THE ROUNDABOUT ALL COLUMNS SHOULD BE PASSIVE SAFE COLUMNS.
- 10. ILLUMINATED SIGNS: ILLUMINATED SINGLE HEADED LUMINARIE, REDDLIGHT RH2 LED WITH PHOTOCELL SAME AS EXISTING.
- 11. DIMMING REGIME LIGHTING OUTPUT 20:00HRS TO 24:00 HRS DROP TO C3 LIGHTING CLASS, 24:00HRS TO 06:00 HRS DROP TO C4 LIGHTING CLASS
- 12. LANTERN PHILIPS LUMA MEDIUM DM50 4000K NEUTRAL WHITE WITH INTEGRAL 0 DEGREE TILT 16.50KLM.
- 13. CONTROL TELENZA 7-PIN NEMA NODA CMS T2E1C-G-3 INTEGRATED DIMMING TELELCELLS WITH DALI CONTROL AND CPS CMS.
- 14. (PROJECT MAINTENANCE FACTOR 0.79).

- NOTES.
- 1. DO NOT SCALE THIS DRAWING.
 - 2. THIS DRAWING SHALL NOT BE USED FOR CONSTRUCTION UNTIL FULL TECHNICAL APPROVAL OF THE STREET LIGHTING HAS BEEN GRANTED BY THE ADOPTING AUTHORITY. IF CONSTRUCTION BEGINS BEFORE ADOPTION THEN NO RESPONSIBILITY IS ACCEPTED FOR ANY ABORTIVE WORKS.
 - 3. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL OTHER RELEVANT ENGINEERS, ARCHITECTS AND SPECIALIST DESIGN DRAWINGS AND DETAILS.
 - 4. ANY DISCREPANCIES NOTED ON SITE ARE TO BE REPORTED TO THE ENGINEER IMMEDIATELY.
 - 5. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO LOCATE ANY SERVICE APPARATUS IN THE VICINITY OF THE WORKS. THE CLIENT WILL ACCEPT NO CLAIMS WHATSOEVER IN RESPECT OF ANY LOSSES OR DAMAGE CAUSED IN RESPECT OF SUCH APPARATUS, HOWEVER CAUSED.
 - 6. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO EXECUTE THE WORKS AT ALL TIMES IN STRICT ACCORDANCE WITH THE REQUIREMENTS OF THE HEALTH AND SAFETY AT WORK ACT 1974, AND THE C.D.M. REGULATIONS 2015. THE CONTRACTOR WILL BE DEEMED TO HAVE ALLOWED FOR FULL COMPLIANCE, WITHIN THEIR RATES.
 - 7. THE CONTRACTOR IS RESPONSIBLE FOR ENSURING THAT ALL WORKS ARE TO THE SATISFACTION OF THE ENGINEER, AND SHALL BE DEEMED TO HAVE INCLUDED WITHIN THEIR RATES FOR ANY NECESSARY TESTING.
 - 8. MOST RECENT UTILITY DRAWINGS MUST BE VIEWED BEFORE WORKS COMMENCE.
 - 9. DRAWING TO BE PRINTED IN COLOUR.

STREET LIGHTING KEY

- LP** PROPOSED STREET LIGHTING ADDED TO EXISTING CCC COLUMN
COLUMN HEIGHT: 10m
PROJECTION: 0.3M POST TOP
QUANTITY 7
LANTERN MANUFACTURER: PHILIPS
LANTERN NAME: LUMA GEN2 MEDIUM
INCLINATION: 0°
LAMP TYPE: 80LED 4000K NEUTRAL WHITE
OPTIC: BGP704 DM50 16.50KLM
- LP** PROPOSED STREET LIGHTING COLUMN
COLUMN HEIGHT: 10m
PROJECTION: 0.3M POST TOP
QUANTITY 2
LANTERN MANUFACTURER: PHILIPS
LANTERN NAME: LUMA GEN2 MEDIUM
INCLINATION: 0°
LAMP TYPE: 80LED 4000K NEUTRAL WHITE
OPTIC: BGP704 DM50 16.50KLM
- O** EXISTING STREET LIGHTING COLUMN TO BE DISCONNECTED FROM EXISTING SUPPLY. LIGHTING COLUMN AND BRACKET IS TO BE REMOVED TO TIP OFF SITE. LANTERN AND TELENZA NODE ARE TO BE SET ASIDE TO BE RETURNED TO CCC LIGHTING DEPOT
QUANTITY 2
- S** TRAFFIC SIGN: ILLUMINATED SINGLE-HEADED POST:
QUANTITY 4
SIGNAL: 4M LBP PT CUT TO SUIT
EXISTING REDDLIGHT RH2 LED WITH PHOTOCELL LED
LAMP:
- PROPOSED 100mmØ TWIN WALL PVC DUCT WITH 2 NO. BLUE DRAW ROPE TO BE INSTALLED
- 25.0 LUX ISO CONTOUR
- 20.0 LUX ISO CONTOUR
- 15.0 LUX ISO CONTOUR
- 10.0 LUX ISO CONTOUR
- 5.00 LUX ISO CONTOUR

ROAD LIGHTING
SETTING OUT SCHEDULE

COLUMN REF:	X	Y	SETBACK	COLUMN	CONNECTION
LP01	538617.74	285703.94	1.5m	EXISTING	TRANSFER FROM EXISTING CONNECTION
LP02	538660.64	285719.54	1m	EXISTING	TRANSFER FROM EXISTING CONNECTION
LP03	538684.25	285728.49	2m	EXISTING	TRANSFER FROM EXISTING CONNECTION
LP04	538723.63	285733.73	1m	EXISTING	TRANSFER FROM EXISTING CONNECTION
LP05	538685.07	285754.51	2.5m	PROPOSED	TRANSFER FROM EXISTING CONNECTION
LP06	538677.40	285772.56	2m	EXISTING	TRANSFER FROM EXISTING CONNECTION
LP07	538680.73	285794.96	1.5m	EXISTING	TRANSFER FROM EXISTING CONNECTION
LP08	538655.80	285764.42	2.5m	PROPOSED	TRANSFER FROM EXISTING CONNECTION
LP09	538646.67	285736.19	1m	PROPOSED	TRANSFER FROM EXISTING CONNECTION
S01	538659.47	285751.77	1.5m	PROPOSED	TRANSFER FROM EXISTING CONNECTION
S02	538671.78	285751.85	1.5m	PROPOSED	TRANSFER FROM EXISTING CONNECTION
S03	538673.02	285739.52	1.5m	PROPOSED	TRANSFER FROM EXISTING CONNECTION
S04	538657.91	285739.65	1.5m	PROPOSED	TRANSFER FROM EXISTING CONNECTION

THIS DRAWING SHALL NOT BE USED FOR CONSTRUCTION UNTIL FULL TECHNICAL APPROVAL OF THE STREET LIGHTING HAS BEEN GRANTED BY THE ADOPTING AUTHORITY. IF CONSTRUCTION BEGINS BEFORE APPROVAL THEN NO RESPONSIBILITY IS ACCEPTED FOR ANY ABORTIVE WORKS.

B	UPDATED FOLLOWING LPA COMMENTS	NA	DMH	TR	22.04.22
A	UPDATED COLUMN INFORMATION AND INCLUSION OF ILLUMINATED SIGNS	NA	DMH	TR	31.03.22
-	FIRST ISSUE	NA	DMH	TR	11.02.22
REV:	AMENDMENTS:	DRN:	CHK:	APP:	DATE:

PROJECT: STAINLESS METALCRAFT, CHATTERIS

DRAWING TITLE: SECTION 278 STREET LIGHTING DESIGN

CLIENT: STAINLESS METALCRAFT

DRAWING NUMBER: 26034_03_020_1

REVISION: B SHEET SIZE: A1 SCALE: 1:200

STATUS: FOR INFORMATION / APPROVAL

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North Cambridgeshire Training Centre in Chatteris

Proud to be part of Eastern Colleges Group

NCTC Training Offer

- ▶ Apprenticeships
- ▶ Focus on Engineering & Advanced Manufacturing
- ▶ Professional Development (employed and unemployed)
- ▶ Commercial Training Courses
- ▶ Pre-Employment Training
- ▶ Community Learning for Adults
- ▶ Skills Escalator to support local Schools

Apprenticeship Offer at NCTC

- General Welder Level 2
- LEAN Manufacturing Level 2
- Engineering Fitter Level 3
- Engineering Technician Level 3
- Maintenance and Operations Engineering Technician Level 3
- Engineering Manufacturing Technician Level 4
- Team Leader / Supervisor Level 3
- Operational and Departmental Manager Level 5
- Associate Project Manager Level 4
- HR Level 3/5
- Business Administrator Level 3
- Accounts assistant Level 2
- Customer Service Level 2/3
- Commercial Procurement and Supply Level 4

Commercial Offer at NCTC

- ILM Leadership and Management - Level's 2 through to 7
- IEE 18th Edition Wiring Regs / 2391 Inspection & Testing / 2377 PAT Testing
- First Aid / Mental Health First Aider
- IT Training - Excel, PowerPoint, Outlook etc.
- Sustainability and Sustainability Management
- Bespoke Engineering Training Units
- Coaching and Mentoring
- Non-accredited and bespoke skills training available, co-designed with industry

Adult Offer at NCTC

Local Funding

We have access to local funding to support the development of individuals outside of the normal Apprenticeship or University programmes. These are delivered across a range of Level 2 and Level 3 provision in a wide array of topics. Through our partnership we could grant access for your staff to utilise this training at no cost to you.

Level 2 Provision - [Adult Learning Online Courses \(wsc.ac.uk\)](http://wsc.ac.uk)

Level 3 Provision - [Lifetime Skills](#)

We also support over 500 individuals to enhance their English and Maths skills.

[English and Maths](#)
[ESOL](#)

Targets & Performance

Initial outlined targets require us to enrol between 80-120 Apprentices per year.

We have made a very positive start with the local training offer being very well received. Following marketing campaigns which included telephoning employers, e-shot, social media and attendance at many events we have already secured a pipeline of 41 Apprentices with many more employers coming back to us in the coming weeks with decisions on their recruitment.

Newly recruited Training Consultant is heading up the specific employer engagement across Northern Cambridgeshire and is solely focussing on NCTC and it's success.

Further Local Engagement Activity

In addition to 20 company commitments confirmed the Team have had positive dialogue with over 120 businesses in the CPCA and discussed at length around the benefits the NCTC will bring not just the immediate locality, but beyond.

Have hosted guided tours for employees of key stakeholders Combined Authority, Fenland District Council and Cambridgeshire County Council.

The Team has also worked closely with;

- Smart Manufacturing Alliance on the Cambs County day where the Cambridge's were in attendance.
- Have attended 14 school careers events and job fayres, with a further 4 planned.
- Held a pop up walk in information station at the recent Chatteris Midsummer Festival.
- Hosted a number personal tours at the NCTC for various persons of interest, most recently 4 Senior Transition Adviser's visited.
- Engaged with and planned further meetings with business parks Bartlett's and Lancaster Way.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.5

Cambridgeshire Peterborough Growth Company Limited (Growth Co) Allotment of New Shares to the Combined Authority

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Alan Downton, Deputy Chief Officer, SRO Growth Works and Greater South East Net Zero Hub

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

Give approval to the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) to issue 400,000 additional £1.00 shares to the Combined Authority in return for investment of the £400,000 of Recycled Local Growth Fund

Voting arrangements: A simple majority of Members present and voting

1. Purpose

- 1.1 The Business Board and Combined Authority recently awarded a £400,000 grant for investment from the Local Growth Fund (LGF) recycled budget to expand the inward investment service in the Growth Works contract.
- 1.2 The Board's approval is sought for the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) to issue 400,000 additional £1.00 shares to the Combined Authority in return for investing the £400,000 of Recycled Local Growth Fund awarded on 9 May 2022 by the Business Board and ratified at the Combined Authority Board meeting on the 27 June 2022.

2. Background

- 2.1 The Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) was successful in its application to the recent call for projects issued by the Business Board to expand the inward investment service in the Growth Works contract utilising the LGF recycled funds.
- 2.2 The Cambridgeshire Peterborough Business Growth company Limited (Growth Co) was awarded £400,000 grant of capital funding from the first tranche call of LGF recycled funds
- 2.3 On 9 May 2022 the Business Board recommended three projects to the Combined Authority for award of funding, this following formal call for projects, this included the successful Growth co application for the £400,000 of recycled LGF funding
- 2.4 On 27 June 2022 the Combined Authority approved the Business Board recommendation for the award to Growth co of the £400,000 of recycled LGF funding.

3. Proposed Investment

- 3.1 The £400,000 grant funding going into the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) needs to be invested as shares to meet the requirements for the business Board call for projects which was specific to capital investment.
- 3.2 The use of capital funds invested to purchase shares is a previously utilised method for investing in Growth Co to provide the working funds to contract and fund delivery of the Growth Works Service and its associated outputs and outcomes.
- 3.3 In line with previous investment of LGF into the Growth co all shares in Growth Co held by the Authority will be managed by the Authority and the Authority will exercise all shareholder voting rights.
- 3.4 The value of the shares and any dividend will be ringfenced for the objectives of the Business Board as part of the Single Pot approach to the LGF.

Significant Implications

4. Financial Implications

- 4.1 The £400,000 capital has been secured as part of the award of Recycled LGF and the share investment utilising the recycled LGF was part of the application from Growth Co which has been approved.

5. Legal Implications

- 5.1 Share purchase as part of capital investment has been approved previously by the internal legal team. The investment will be covered by adjustment to the existing shareholders agreement.

6. Public Health implications

- 6.1 The investment will support businesses moving in the Cambridgeshire & Peterborough region and the subsequent job opportunities will impact on the health and well-being of those employed.

7. Environmental and Climate Change Implications

- 7.1 There are no environmental or climate change implications of this investment, there may be opportunities for investment in organisation who are targeting climate change

8. Appendices

- 8.1 None

9. Background Papers

- 9.1 [Business Board paper 9th May 2022 agenda item 2.2](#)
- 9.2 [Combined Authority Board 27th June 2022 agenda item 4.2](#)
- 9.3 [Business Board Meeting 8th November 2021 - item 2.2](#)
- 9.4 [Business Board Meeting 10th January 2022 - item 2.2](#)
- 9.5 [Combined Authority Board 26th January 2022 - item 7.1](#)
- 9.6 [Business Board 9 May 2022 item 2.2](#)
- 9.7 [Combined Authority Board 8th June 2022 \(delayed to 27 June 2022\) item 4.2](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.1

Active Travel (Cambridgeshire)

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Tim Bellamy, Interim Head of Transport

Key decision: Yes

Forward Plan ref: KD2022/023

Recommendations: The Combined Authority Board is recommended to:

- a) Approve the drawdown of £753,000 of Active Travel Funding from the Medium-Term Financial Plan to complete a programme of active travel improvements in Cambridgeshire.
- b) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer, to conclude a Grant Funding Agreement with Cambridgeshire County Council to enable work to progress.

Voting arrangements: Recommendation a): A vote in favour by at least two thirds of all Members (or their substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their substitute Members.

Recommendation b): A simple majority of all Members present and voting

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

1. Purpose

- 1.1 The Board's approval is sought for the drawdown of funding for the completion of a programme of active travel measures in Cambridgeshire. Approval is also sought to delegate authority to the Interim Head of Transport to conclude a Grant Funding Agreement in consultation with the Chief Finance Officer and Monitoring Officer.
- 1.2 These proposals were considered by the Transport and Infrastructure Committee on 13 July 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The Committee report and appendices can be viewed via the link below. Item 2.4 refers:
[Transport and Infrastructure Committee – 13 July 2022](#)

2. Considerations

- 2.1 The A10/A142 BP Roundabout Footbridge was discussed. The Combined Authority remain committed to the development and implementation of the A10/A142 BP Roundabout footbridge in Ely.
- 2.2 The BP Roundabout Non-Motorised User (NMU) Project Board met on 1 June 2022 to discuss next steps in progressing a scheme to provide enhanced NMU permeability at the A10/A142 'BP' Roundabout. It was agreed at this meeting that a high-level option analysis would first be carried out through the summer, after which we will seek member comment, and bring forward a paper once further detail is known.

3. Appendices

- 3.1 Appendix 1 – Schedule of projects

4. Background Papers

- 4.1 [Budget Monitoring Report: March 2022](#)

Item 5.1 - Appendix 1 – Active Travel Measures (Cambridgeshire)

Table starts on page below:

<i>schemes to be delivered by Cambridgeshire County Council subject to final costing and ETRO process</i>	<i>Scheme Type/Description</i>
A505/A1301 roundabout near Pampisford - crossing improvements	Roundabout treatment - kerbs to be widened out by the use of 'wands' (flexible traffic posts) on the north arm and on the exits of the east and west arms. This will reduce crossing distances for pedestrians and cyclists and slow vehicle speeds.
Bassingbourn - Brook Road and High Street	Speed reduction and traffic calming - reduced speed limit between Litlington and Bassingbourn and 20mph speed limit on Brook Rd, High St, The Causeway and adjoining streets Chicanes (vehicles give way in one direction): one on South End and one on High St
Buckden - High Street near St Hugh's Road junction	Speed reduction - chicane with cycle bypass on High St near A1 junction (just north of St Hugh's Rd)
Church Street, Chesterton, Cambridge - between Chapel Street and Lynfield Lane	Modal filter - no through access for motor vehicles on Church St between Lynfield Lane and Chapel St (planters/removable bollards)
Junction of A1303 Maddingley Road and Cambridge Road, Maddingley	Modal filter - access only into Cambridge Rd (towards Maddingley village). No exit for motor vehicles from Cambridge Rd onto A1303 Maddingley Rd (alternative route via Church Lane). Speed limit reduced from 60 to 40mph on Cambridge Rd. Reduction in the width of the Maddingley Rd/ Cambridge Rd, Coton junction to improve safety of the crossing point. New crossing island for pedestrians & cyclists on A1303 Maddingley Rd. Bus stop near Maddingley Hall gates to be relocated round the corner on High St
Cowley Road, Cambridge between Jane Coston Bridge and Milton Road (near Science Park junction)	Cycle link - removal of car parking on east side of Cowley Rd, between Jane Coston Bridge and Milton Rd, to create new bidirectional cycle lane, protected by 'wands' (flexible traffic posts). Improving cycle link between Milton village and Science/Business Parks/Cambridge North rail station. Priority crossings over side access roads and improved crossing points over Cowley Rd.

<i>East Road, Cambridge between Anglia Ruskin and Newmarket Road roundabout</i>	<p><i>Cycle link - removal of a traffic lane on a section of East Rd (east of Burleigh Street) to improve cycle lanes or provide new ones. These cycle lanes will be protected by 'wands' (flexible traffic posts).</i></p> <p><i>Cycle priority crossings over side access roads.</i></p> <p><i>Updated/refreshed lining, markings and signage.</i></p>
<i>Fallowfield, Chesterton, Cambridge between Water Street and Frank's Lane/Green End Road</i>	<i>Access improvement - Re-location of bollards and reshaping island to increase space for cyclists</i>
<i>Granta Place Gate, Cambridge - access point between Coe Fen and Mill Lane junction</i>	<i>Access improvement - Replacement of vehicular access gate with cattlegrids and removable bollard. Additional pedestrian gate to match existing.</i>
<i>Ambury Road, Huntingdon, southern section between the Ring Road and Avenue Road</i>	<i>Cycle link - providing a contra-flow cycle lane at the southern end of Ambury Rd with a small protective island at the start of the lane and moving the parking to the west side of the road. Signage of the cycle route via Priory Rd and Cowper Rd.</i>
<i>Newmarket Road / Barnwell Drive (McDonalds) roundabout, Cambridge</i>	<i>Roundabout treatment - widening of footway on eastern side of the roundabout to reduce vehicle speeds and crossing distances for pedestrians. Widening of the central islands on Barnwell Rd and Wadloes Rd to improve crossings.</i>
<i>Junction of Silver Street/Kings Parade, Cambridge</i>	<i>Making temporary scheme changing the priority, permanent with additional dropped kerbs and tactile paving to improve pedestrian crossing movement</i>
<i>Trumpington Street/Lensfield Road/Fen Causeway Mini Roundabouts, Cambridge</i>	<i>Roundabout treatment - reducing the number of approach lanes from 3 to 2 and from 2 to 1 between the roundabouts to reduce conflicts. Increasing island widths for pedestrians at the Lensfield Rd & Trumpington St junctions and providing some protected space for cyclists using wands (flexible traffic posts).</i>
<i>Vinery Road, Cambridge (Coldham's Lane end)</i>	<i>Modal Filter - installation of planter to prevent through-vehicular movements just south of St Philip's Primary School</i>
<i>Wisbech Cycle Lockers</i>	<i>Secure cycle parking in Bus Station area</i>
<i>Eastgate, Cambourne - between Jeavon's Lane and Lancaster Gate (Cambourne Church, Jeavon's Wood Primary School, Cambourne Pre-School)</i>	<i>Cycle link - making Eastgate one-way eastbound from the Church car park to just before the junction with Lancaster Gate to allow for a two-way cycle lane protected with wands (flexible traffic posts).</i>

	<i>The paths either end to be made shared use to link to existing crossing points and widened if budget allows.</i>
<i>The Broadway, St Ives between the Norris Museum and Queen Victoria Jubilee Fountain</i>	<p><i>Layout changes using bolt down kerbs to increase pedestrian space and improve crossings.</i></p> <p><i>Chicane with Give Way for eastbound vehicles on The Waits, near the museum.</i></p> <p><i>Additional disability parking bays but reduction in overall parking provision.</i></p>

15 schemes that are being considered by the Greater Cambridge Partnership following consultation on Cambridge Network Hierarchy Review in Summer 2022+A28:B43	Scheme Type
Arbury Road, Cambridge, west of Ley's Road	Modal filter - no through access for motor vehicles
Barton Road/Fen Causeway Roundabout, Cambridge	Roundabout treatment - reduce approach lanes & widen pedestrian islands to improve crossings/enlarge roundabout to slow speeds
Chesterton Road/Elizabeth Way Roundabout, Cambridge	Roundabout treatment - widen pedestrian islands to improve crossings & segregated cycle lanes around sections of roundabout
Coldhams Lane, Cambridge between Cromwell Road and railway bridge	Modal filter - no through access for motor vehicles
Newmarket Road/East Rd roundabout, Cambridge	Roundabout treatment - reduce traffic lanes around roundabout/segregated cycle lanes at entry & exit to Newmarket Rd
Elizabeth Way Bridge, Cambridge	Cycle link - bidirectional cycleway between St Andrew's Rd & Newmarket Rd
A603 Barton Road/M11 overbridge, between Cambridge and Barton	Cycle link - remove traffic lane/ new protected bidirectional cycle lane between two roundabouts
Milton Road / Elizabeth Way roundabout, Cambridge	Roundabout treatment - see GCP Milton Rd scheme plans
Milton Road, Cambridge	Cycle link - see GCP Milton Rd scheme plans
Mitchams Corner gyratory, Cambridge	Cycle link - reduce traffic lanes to provide new protected cycle lanes
Newmarket Road, Cambridge, between Elizabeth Way and McDonalds roundabout	Cycle link - see GCP Eastern Access scheme plans
Newmarket Road, Cambridge: Swanns Lane to Leper Chapel	Cycle link - see GCP Eastern Access scheme plans
Queens Road / Northampton Street / Madingley Road roundabout - Inner Ring Road, Cambridge	Roundabout treatment - reduce entry lanes & widen pedestrian islands
St Neots Road, Hardwick - Madingley Mulch/Long Road section	Modal filter - no through access for motor vehicles

Union Lane, Cambridge, just east of Milton Road junction

Modal filter - no through access for motor vehicles



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.2

Transport Model Replacement

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Tim Bellamy, Interim Head of Transport

Key decision: Yes

Forward Plan ref: KD2022/021

Recommendations: The Combined Authority Board is recommended to:

- a) Agree the change in delivery for a new transport model with Cambridgeshire County Council being commissioned to lead the delivery of the model on behalf of all partners;
- b) Agree the changes to the spending objectives for the initial transport model budget. Previously approved budget will now be committed to modelling activities of:
 - i. Collection of data to populate current and future transport models; and
 - ii. Preparation of a full business case for the design and build of a new transport model.
 - iii. Retention of residual to be put towards model development (together with additional funding identified within the 2022/23 MTFP).
- c) Note the future arrangements for the review of the model, full business case, and sign-off of medium term financial plan (MTFP) funds (subject to approval) at a future date.

Voting arrangements: Recommendations a) and b) require a vote in favour by at least two thirds of all Members (or their substitute Members) appointed by the Constituent Councils who are present and voting, to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their substitute Members

Recommendation c): For noting only, no vote required.

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

1. Purpose

- 1.1 The report to the Transport and Infrastructure meeting on 13 July 2022 set out a variation to the proposed approach to develop a transport model for the Cambridgeshire and Peterborough area. Under the DfT framework for taking forward transport schemes, a compliant transport model is mandatory to test options and demonstrate benefits.
- 1.2 The Board's approval is sought to agree this change in delivery for a new transport model, with Cambridgeshire County Council being commissioned to lead the delivery of the model on behalf of all partners. Approval is also sought to agree the changes to the spending objectives for the initial transport model budget.
- 1.3 These proposals were considered by the Transport and Infrastructure Committee on 13 July 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.4 The Committee report can be viewed via the link below. Item 2.5 refers:

[Transport and Infrastructure Committee – 13 July 2022](#)

2. Considerations

- 2.1 None

3. Appendices

- 3.1 None.

4. Background Papers

- 4.1 None.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.3

Peterborough Electric Bus Depot

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Tim Bellamy, Interim Head of Transport

Key decision: No

Key decision ref: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Note the current position in relation to the Peterborough Bus Depot Relocation.
- b) Support the proposal to investigate alternative options for the provision of a bus depot in Peterborough.
- c) Agree a £40,000 drawdown from the £150,000 in the STA revenue budget, to progress this project in a timely manner.

Voting arrangements: Recommendation a) For noting only. No vote required.

Recommendation b) A simple majority of those present and voting.

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

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

1. Purpose

- 1.1 The Board is asked to approve the drawdown of £40,000 from the £150,000 in the STA Revenue Budget, to support the investigation of alternative options for the provision of a bus depot in Peterborough.
- 1.2 The current location of Peterborough Bus Depot on Lincoln Road has insufficient capacity for electric buses because each electricity charger will need barriers to protect it from parking accidents, taking up floor space. There are also difficulties with bringing high voltages into a residential area. This means that there is a need to investigate alternative options to meet current and future needs, including the potential for multi-operators.
- 1.3 Following discussion on 13 July 2022, the Transport and Infrastructure Committee resolved unanimously to recommended the proposals shown above to the Combined Authority Board for approval.
- 1.4 The Committee report and appendices can be viewed via the link below. Item 2.7 refers:

[Transport and Infrastructure Committee – 13 July 2022](#)

2. Appendices

- 2.1 None.

3. Background Papers

- 3.1 None.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.4

A141 St Ives Outline Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 July 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Interim Head of Transport
Key decision:	Yes
Key decision ref:	KD2022/027
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the release of £6m funding for the delivery of the Outline Business Case.b) Delegate authority to the Interim Head of Transport and Chief Finance Officer to enter into Grant Funding Agreements with Cambridgeshire County Council.
Voting arrangements:	<p>Recommendation a): A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members.</p> <p>Recommendation b): A simple majority of all Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 The Board's approval is sought to release £6m funding for the delivery of the A141 St Ives Outline Business Case. Approval is also sought to delegate authority to the Interim Head of Transport and Chief Finance Officer to enter into Grant Funding Agreements with Cambridgeshire County Council.
- 1.2 These proposals were considered by the Transport and Infrastructure Committee on 13 July 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The Committee report can be viewed via the link below. Item 2.8 refers:
[Highways and Transport Committee Meeting – 13 July 2022](#)

2. Considerations

- 2.1 None.

3. Appendices

- 3.1 None.

4. Background Papers

- 4.1 [Combined Authority Board Report – March 2022](#)
- 4.2 [Combined Authority Board Report – January 2022](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.5

East Anglian Alternative Fuels Strategy (EAAFS)

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Tim Bellamy, Interim Head of Transport

Key decision: No

Recommendations: The Combined Authority Board is recommended to:

Approve a six week public consultation on the EAAFS.

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

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

1. Purpose

- 1.1 The Board's approval is sought to approve a six-week public consultation on the East Anglian Alternative Fuels Strategy.
- 1.2 These proposals were considered by the Transport and Infrastructure Committee on 13 July 2022. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The Committee report and appendices can be viewed via the link below. Item 2.3 refers:
[Highways and Transport Committee Meeting – 13 July 2022](#)

2. Considerations

- 2.1 None.

3. Appendices

- 3.1 Appendix 1 – East Anglian Alternative Fuels Strategy

4. Background Papers

- 4.1 None.



East Anglian Alternative Fuels Strategy

March 2022

1 INTRODUCTION

1.1 Action needs to be taken now

Emissions from human activity has caused approximately 1°C of warming since pre-industrial levels. The effects of this are already being felt globally with more frequent extreme weather events, sea level rise and loss of habitats.

In 2019 the UK became the first major economy to pass a net zero emissions law which requires the UK to bring greenhouse gas emissions to net zero by 2050. Collaborative efforts between national and local government is vital in order to meet the national net zero ambition.

The transport sector accounts for the highest share of national CO₂ emissions (~25%), and therefore will need to undergo deep transformation in order to meet the UK's 2050 net zero target. In order to successfully reduce transport emissions a two-fold approach is needed; **switching to Alternative Fuels Vehicles (AFVs)** and **changing consumers transport behaviour** through incentivising modal shift.

The UK government have set three key objects to support transport decarbonisation which include:

- Accelerating the shift to AFVs by funding charging infrastructure and trialling zero emission Heavy Goods Vehicles (HGVs)
- Investing in green public transport, including the electrification of railways and bus routes
- 'Phase out' of internal combustion engine (ICE) vehicles through possible sales bans. These include the phase out of ICE cars and vans by 2030, diesel buses by 2030 and diesel HGVs by 2035-2040

Degrees of Impact

The IPCC has estimated that global warming of 1.5°C and 2°C will be exceeded this century unless deep reductions in greenhouse gas emissions occur in the coming decades.

We have already started to experience climate related impacts and risks to health, livelihoods, food security, water supply, human security, and economic growth.

The magnitude of these impacts varies a lot depending on the amount of warming. Changes in several climatic drivers will be more widespread at 2°C compared to 1.5°C of warming and even more pronounced for higher warming levels.



1 INTRODUCTION



1.2 Objectives of the Alternative Fuels Strategy

The Cambridgeshire and Peterborough Combined Authority (CPCA) and New Anglia LEP are undertaking work to decide informed action to mitigate and adapt to climate change. A key component of this is to establish an integrated and sustainable transport network that supports local growth.

The Combined Authority and New Anglia LEP have commissioned an Alternative Fuels Strategy (AFS) for East Anglia, being developed alongside The Combined Authority's Local Transport and Connectivity Plan and the work conducted by the Norfolk and Suffolk Clean Growth Taskforce. The key aims of the AFS are to:

1. **Support clean growth**
2. **Support the decarbonisation aims of Local Authorities**
3. **Accelerate the uptake of AFVs in the region**
4. **Improve air quality**
5. **Provide a combined collaborative vision**
6. **Support the creation of commercial opportunities**

1.3 Scope of the Alternative Fuels Strategy

This strategy focuses on how the **uptake of alternatively fuelled land vehicles** can be boosted across East Anglia, **what and how much infrastructure** (such as electric vehicles charge points) needs to be delivered to support this transition, and other policies and actions that will be necessary to deliver a decarbonised transport system. The AFVs covered in this strategy include battery electric, hydrogen fuel cell and renewable natural gas vehicles, in each case the study considers the emissions of the production and use of the fuels but not the production of the vehicles.

1 INTRODUCTION

1.4 AFS focus area overview and review of the current transport system

1.4.1 AFS focus area overview

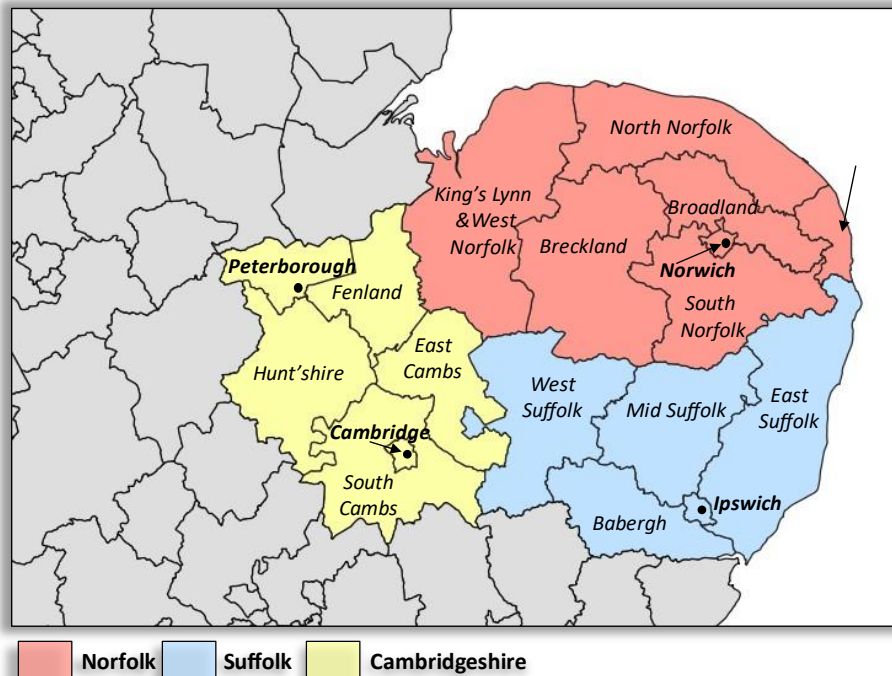


Figure 1: Map of the in-scope study region

The area covered by the East Anglia AFS includes the 18 local authorities that together comprise Norfolk, Suffolk and Cambridgeshire.

From a transport perspective, the area is also governed by two sub-national transport bodies: Transport East in Norfolk and Suffolk (also Essex, Southend-on-Sea and Thurrock) and England's Economic Heartlands in Cambridgeshire and Peterborough.

Spatially, East Anglia is predominately rural, with rural areas making up 88% of landmass¹. However, the region also includes the 4 major settlements of Norwich, Cambridge, Peterborough and Ipswich. Moreover, the majority of residents live in urban cities or towns, which together host over half of the population. There are therefore significant variations in the requirements of both people and places across the region.

Many solutions that could deliver a decarbonised transport system in urban areas will be less effective in a rural setting, and vice-versa. This AFS has hence sought to cater to regional variations, by suggesting solutions that can be applied flexibly with a place-based approach.

1.4.2 Where we are now: Transport modal share and emissions

Cars remain the mode of choice for passenger transport in East Anglia. Nearly two-thirds of all journeys in the region are made by car, making car dependence much higher than England as a whole, a difference reflective of the area's rurality. Car trips equate to an even higher proportion of the distance travelled per person, and proportion of transport emissions.

Active travel (walking and cycling) is the next most popular form of passenger transport across the region, if popularity is measured by the proportion of trips. Just under a third of all trips are either walked or cycled, however this inevitably translates to a much smaller proportion of the distance travelled per person, due to the relative shortness of active travel journeys.

Public transport (PT) makes up less than a tenth of trips in East Anglia. However, PT journeys (in particular rail) tend to be longer. This means that a fifth of the distance travelled per person is by bus, rail, coach or minibuss.

¹ Office for National Statistics. 57% of the population of the region live in urban cities or towns.

1 INTRODUCTION

Freight transport by rail, HGV and vans has also been considered in this strategy. Freight moved by these modes contributes two-fifths of the emissions of the East Anglian transport system as a whole, clearly indicating that decarbonising passenger transport can only get us part of the way to net zero transport. Actions to decarbonise freight have hence been recommended as part of the AFS.

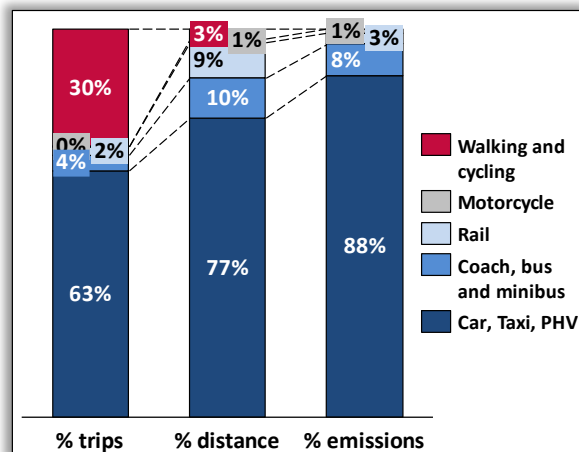


Figure 2: Breakdown of passenger trips, distance and emissions by mode

1.4.3 Where we are now: AFV uptake and supporting infrastructure

AFV uptake and the roll-out of supporting infrastructure in East Anglia remains low. **Less than one percent of private cars and vans in the region are currently EVs.** There is significant variation in uptake across the 18 present local authorities - Peterborough and Cambridge have the highest uptake, while Fenland and Great Yarmouth have the lowest.

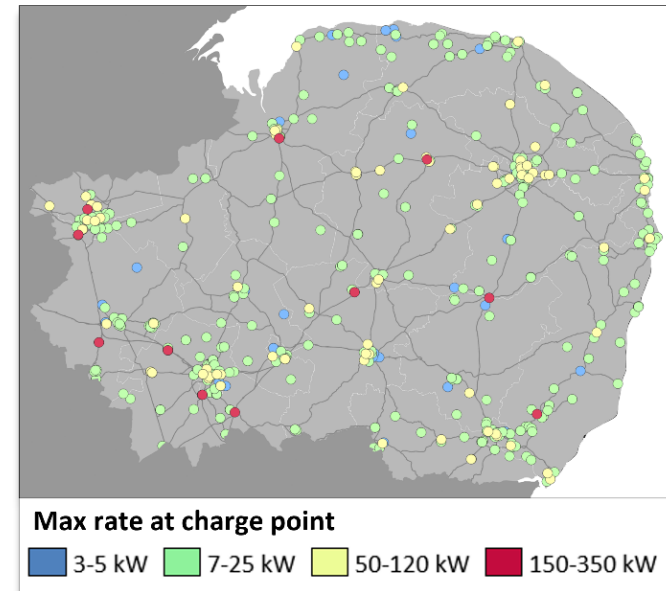


Figure 3: Map of the East Anglian public charging network

The public charging network across East Anglia is also at a relatively early stage of development. Figure 3 shows the current sites of public electric vehicle charge points, as well as the major roads connecting the region. The majority of charge points are clustered around key settlements, or distributed along the road network, with relatively few charge points found in between. The focus of the charge point network is expected to shift away from en-route charging as BEV range improves.

Uptake of alternative fuels heavy duty vehicles is also low. Of the over 5,000 buses in East Anglia, just two are electric (in Cambridge)². In addition, of the over 24,000 HGVs registered in the region, less than fifty are known to run on natural gas. There are just two semi-private gas stations in East Anglia, and no known plans for a hydrogen refuelling station.

² This is due to increase however, following the successful applications of CPCA and Norfolk County Council to the ZEBRA funding scheme, who will deliver 30 double-decker and 15 single-decker electric buses respectively.

1 UNDERSTANDING THE FUTURE OF TRANSPORT IN EAST ANGLIA

The East Anglian transport system will need to transform in the coming decades to meet the climate targets. To achieve a decarbonised transport system, changes to the types of vehicles, the fuels used for transport, the supporting infrastructure and the way in which we interact with all of these are needed. Crucial to smoothly navigating this is a quantification of the exact extent of changes needed and expected, especially in terms of:

- The number and type of different AFVs that could enter the transport system in the coming years
- The infrastructure that will be needed to support these AFVs and also deliver economic growth
- The future demand for energy vectors that are currently in relatively low use for transport, including electricity, hydrogen and renewable natural gas
- The level of behavioural change needed to achieve a decarbonised transport system in time to avoid significant levels of global warming

To that effect, the development of this strategy has included quantitative modelling of a variety of scenarios leading to the decarbonisation of the East Anglian transport system, which have been used to inform the development of the AFS. Figure 4 from the modelling, which highlight the difference in timescales expected for the decarbonisation of the light and heavy-duty sectors in East Anglia.

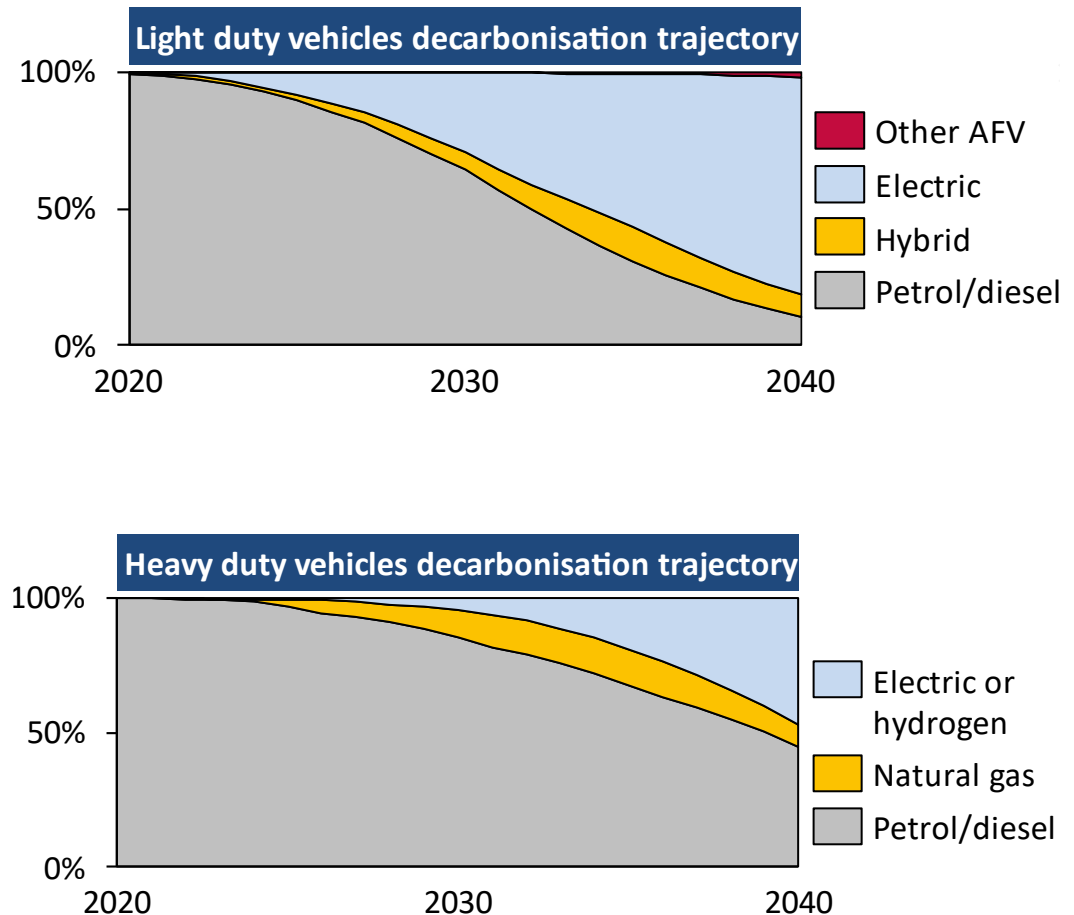


Figure 4: Forecasts for the decarbonisation trajectories of the light and heavy-duty vehicle stock in East Anglia out to 2040

2 ACTION PLAN FOR DECARBONISING EAST ANGLIAN TRANSPORT

The purpose of the AFS is to chart a course that can be taken to boost AFV uptake in East Anglia and ultimately achieve a decarbonised transport system.

Therefore, an action plan and roadmap for action have been developed, and summarised in this document. The process for developing the action plan and roadmap is shown in Figure 5. Figure 5 illustrates how the evidence base generated has been converted into the final action plan and roadmap, in collaboration with local stakeholders such as local authorities and key representatives of the private sector such as the Cambridge Norwich Tech Corridor.

With input from local stakeholders, the evidence base from the modelling and policy review was used to generate a preliminary long-list of actions that need to be taken to boost AFV uptake. This long-list was then refined based on cost, deliverability, co-benefits and CO₂ impact, with further input from local stakeholders, and has consequently been developed into the action plan and summarised in the roadmap for action.

The actions are split into the three broad categories below, which are explained in more detail in the ensuing sections.

1. Actions to expand electric vehicle charging infrastructure
2. Actions to encourage AFV uptake
3. Actions to deliver a modal shift and encourage behavioural change

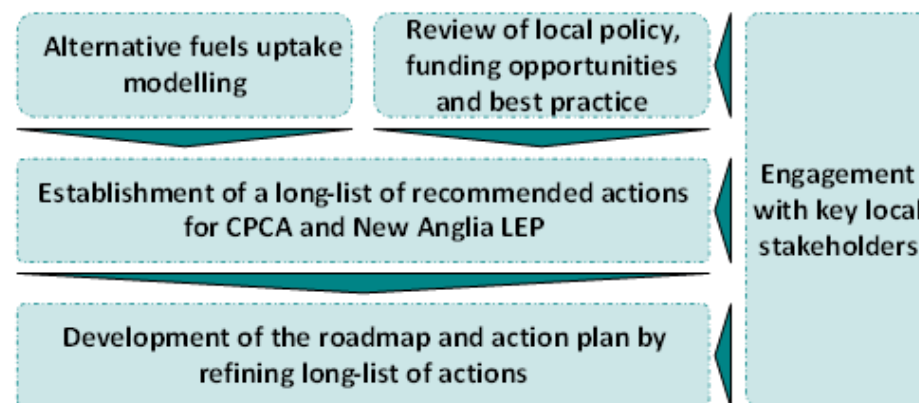


Figure 5: Forecast public EVCPs required in East Anglia in key years

3.1 Transitioning to alternative fuels: Expanding EV charging infrastructure

Access to charging infrastructure is a key enabler of electric vehicle uptake. Current EV owners do the majority (~75%)³ of their charging privately, at their home driveway or garage. Public infrastructure is then used to occasionally supplement this when EV owners are parking at a destination or travelling long distances and charging en-route. As EV uptake grows the demand for public charging infrastructure will grow significantly⁴. In part this will be due to the increased number of EVs, but the problem will be exacerbated by the fact that **later EV adopters are more likely not to have access to off-street parking** (driveways/garages), and so will be more reliant on public charging infrastructure

For public charging infrastructure to fully enable EV uptake, charge points need to be equitably distributed, and a suitable number and

³ Electric Vehicle Charging Behaviour National Grid ESO

⁴ Element Energy modelling based on UKPN Consumer Transformation scenario

2 ACTION PLAN FOR DECARBONISING EAST ANGLIAN TRANSPORT

technology type need to be available. In addition, to avoid slowing EV adoption charging infrastructure needs to be deployed ahead of charging demand.

To achieve the successful deployment of a public charging network across East Anglia:

- There should be a unified vision and approach to charging infrastructure deployment to ensure interoperability.
- The deployment of public charging infrastructure by private sector players should prioritise regions with low off-street parking access.
- The deployment of charging infrastructure needs supporting in more challenging/ uncommercial areas to ensure there is an equitable distribution of charge points across the region.
- Wider public infrastructure could be supported by co-locating public transport services (bus, rail, park and ride), cycling infrastructure, freight consolidation centres and refuelling stations alongside charging infrastructure.

Continued and regular communication between all players is needed. This includes between public sector members such as; the Combined

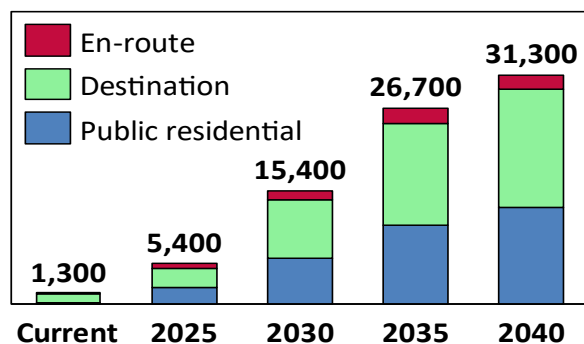


Figure 6: Forecast public EVCPs required in East Anglia in key years

Authority, New Anglia LEP, Local Authorities, and local transport bodies, and private sector players such as; local businesses, the electricity supplier, charge point operators and private land owners.

3.2 Transitioning to alternative fuels: Wider action

In recent years there has been an increase in the uptake of electric light duty vehicles such as battery electric and plug-in hybrid cars and vans, but uptake remains low across the stock as a whole. Uptake has started to accelerate due to support from government policy, an improvement in EV products and a decrease in the upfront purchase price. AFV uptake in lorries has also started to increase at a national level, however, uptake greatly lags behind cars and vans

Significant support remains essential to the uptake of AFV's, to achieve local and regional transport decarbonisation targets. This is particularly important for fleets and harder to decarbonise market segments (such as the heaviest HGVs). Key actions needed to accelerate the uptake of AFVs should especially focus on high emitting groups, including:

High mileage vehicles: User groups such as taxi's, private hire vehicles (PHVs) and shared car fleets contribute a significantly higher proportion of emissions per vehicle than an average car or van due to their high mileages. Greater emissions savings are therefore achieved by converting each of these vehicles to an EV early.

Business fleets: Businesses have influence over a high number of vehicles, such as company cars, service fleets or even employees' personal cars being used for work ('grey fleets'). Local government should try to support local businesses to transition their fleets to ZEVs and address grey fleet emissions. To help their employees switch to an EV, businesses need to make EVs an option and ensure access to sufficient charging infrastructure at work and home.

HGVs: Hydrogen and battery electric HGVs are currently undergoing government funded trials. Local government can advertise trial opportunities to local fleets and support a local plan for a connected refuelling/recharging network across the region.

2 ACTION PLAN FOR DECARBONISING EAST ANGLIAN TRANSPORT

Bus operators: Local operators should try to set concrete decarbonisation targets to work towards. Local government can support these efforts through their enhanced partnerships. Financial and logistical barriers need to be removed to allow targets to be met for example through leveraging national grants and sharing best practice advice.

Alongside directly encouraging AFV uptake, AFVs need to be made a more attractive option than using a petrol or diesel vehicles. This includes prioritising EVs over higher emission vehicles when implementing regulations and licencing conditions.

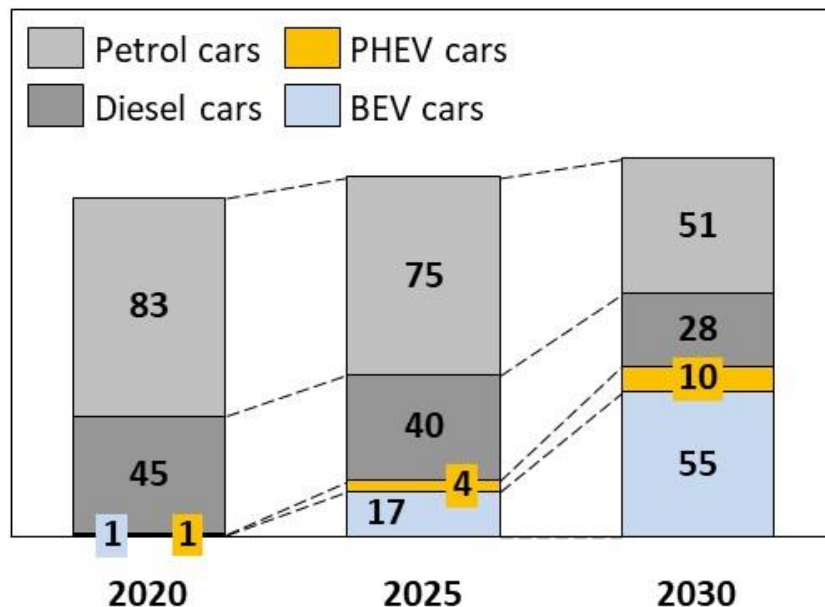
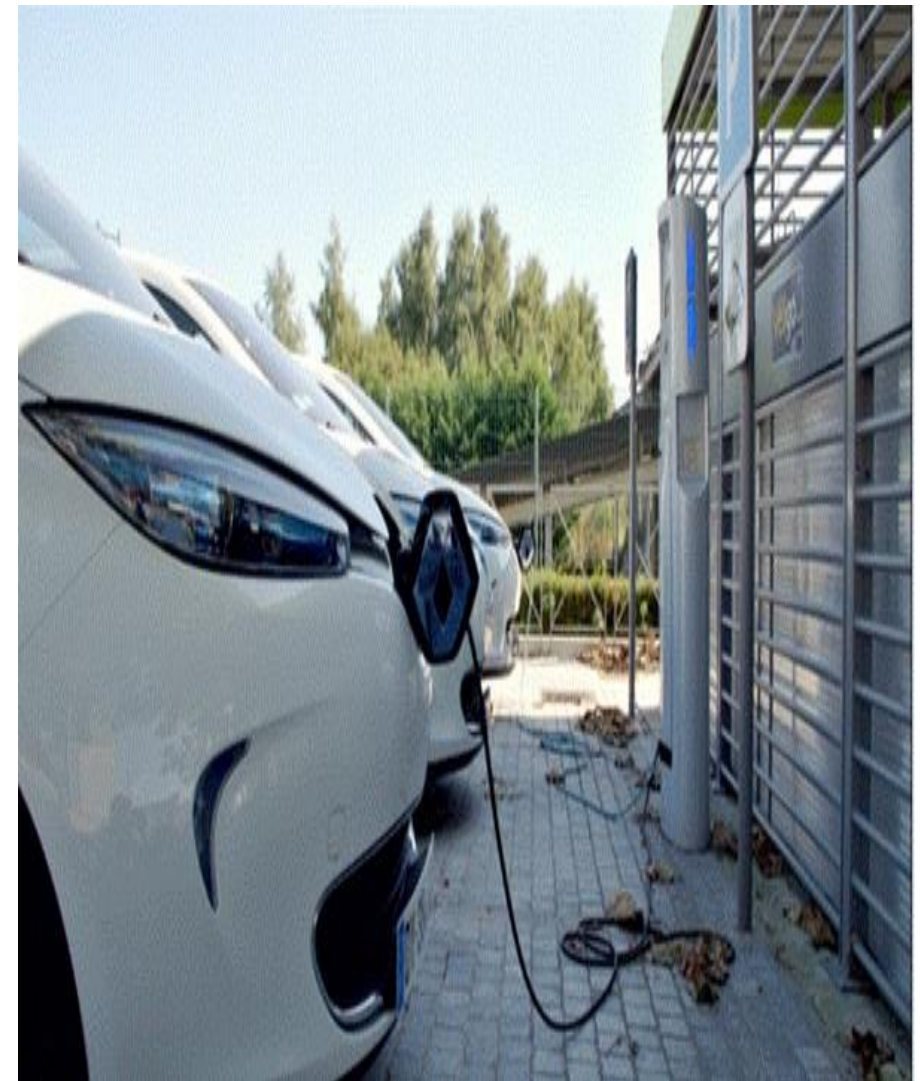


Figure 7: Potential breakdown by fuel type of car stock across East Anglia (tens of thousands)



2 ACTION PLAN FOR DECARBONISING EAST ANGLIAN TRANSPORT

3.3 Delivering a modal shift and encouraging behaviour change

3.3.1 The need for actions which target modal shift and behaviour change

Relying on the uptake of AFV technologies alone, however, can only go so far in achieving decarbonisation. Moreover, to ensure that global warming targets are not exceeded, it is paramount that significant emissions reductions are achieved **before 2030**, this means relying on AFV and behaviour change together. In such a scenario **East Anglia transport emissions could be reduced to almost half current levels by 2030**.

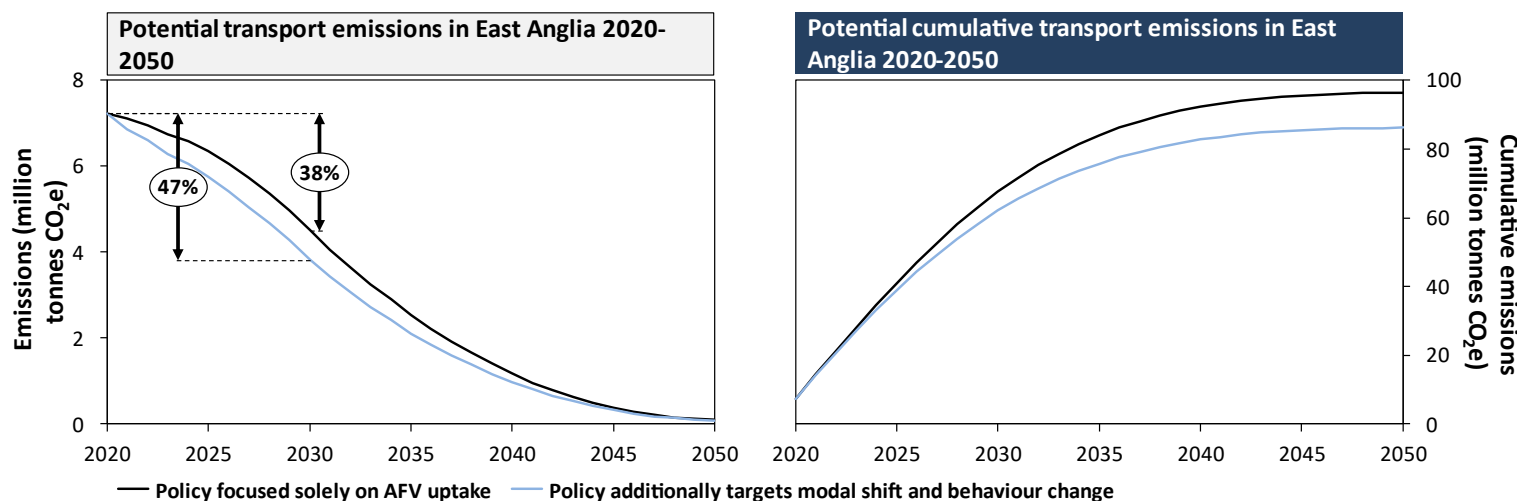


Figure 8: Year-on-year and cumulative emissions profiles for the East Anglia transport system in two different scenarios, highlighting the importance of policy that focuses on modal shift and behaviour change ahead of 2030⁵

⁵ Note that the value of all emissions has been calculated on a well-to-wheel basis (considering all emissions related to fuel production, processing, distribution, and end use).

2 ACTION PLAN FOR DECARBONISING EAST ANGLIAN TRANSPORT

3.4 Actions to deliver a modal shift and behaviour change

Actions to achieve emissions reductions of this scale and in the given timescale should target both passenger and freight transport.

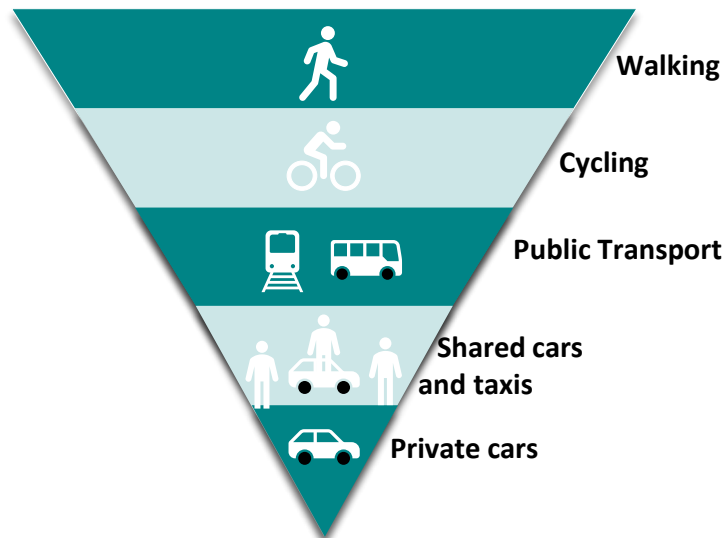


Figure 9: Travel hierarchy for passenger transport

Passenger:

When it comes to passenger transport the aim should be to move as many journeys as possible up the travel hierarchy which is shown in Figure 9.

To achieve this there are two main themes to actions that should be taken. Firstly, alternatives to private cars should be strongly incentivised. This includes making public transport cheaper and more efficient as well as making active travel safer and more attractive. There will always be some journeys that need to be made by car – and for these, car clubs

offer a more sustainable option. Secondly, private car use should be made a less attractive option for certain journeys, and in some instances disincentivised. This could include measures such as limiting new road building and establishing pedestrianised zones in urban areas.

Clearly, there is variation in private car dependence between rural and urban communities, and any disincentives may impact low-income households to a greater extent than others. It is therefore essential to achieving a **just transition** that all action is taken coherently. Where private cars are disincentivised, a cheaper and better alternative transport option always needs to be offered.

Freight:

A modal shift is also vital with respect to freight movements. There are a few key actions, which if taken would significantly contribute to reducing emissions.

- **Shifting freight from HGVs to rail** – moving more goods onto railways is more sustainable than moving goods by road. In East Anglia a key way to achieve this would be increasing the capacity at bottlenecks such as along the route from Felixstowe to the midlands.
- **Consolidation** – Establishing consolidation centres for freight is an essential step to having fewer HGV and van journeys across the region.
- **Last mile delivery** - Cargo bikes are a more sustainable option than vans for 'last mile' delivery services, and should be used in place where possible.

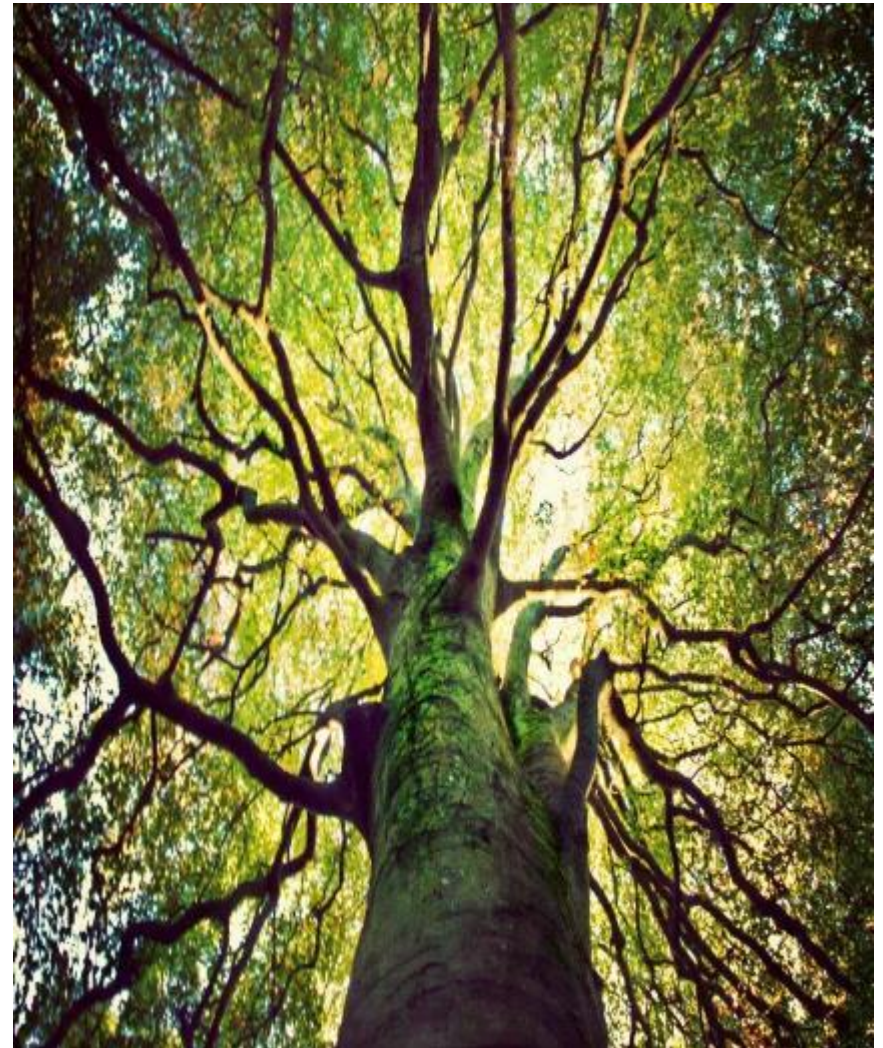
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3.5 Roadmap for action

The roadmap for action is shown in Figure 9 overleaf. The roadmap summarises key recommended actions and also includes target milestones for transport decarbonisation by 2030 and 2040. The actions included are those considered most essential from the accompanying action plan, while the milestones are outputs from the technical modelling conducted as part of the earlier development of the strategy.

The roadmap is broken down into three main categories. The categories are the same as the themes described in Section 4 of this document. The categories displayed on the roadmap are as follows:

- **AFV uptake (EV charging)** – the actions and milestones relevant to deploying EV charging infrastructure. The milestones are an estimated upper bound for the number of public EVCPs that could be needed in that year (both public and private sector), split by en-route, destination and public residential charge points
- **AFV uptake (wider-action)** – the actions and milestones that will either directly or indirectly lead to the uptake of AFVs. The milestones in this category focus on the percentage of the regional vehicle stock that could be AFVs at the given date, split out by mode
- **Modal shift** – these are the actions and milestones related to shifting both passenger and freight transport onto more sustainable modes. The milestones are an indication of the shift modelled as achievable in the given year.



2 ACTION PLAN FOR DECARBONISING EAST ANGLIAN TRANSPORT

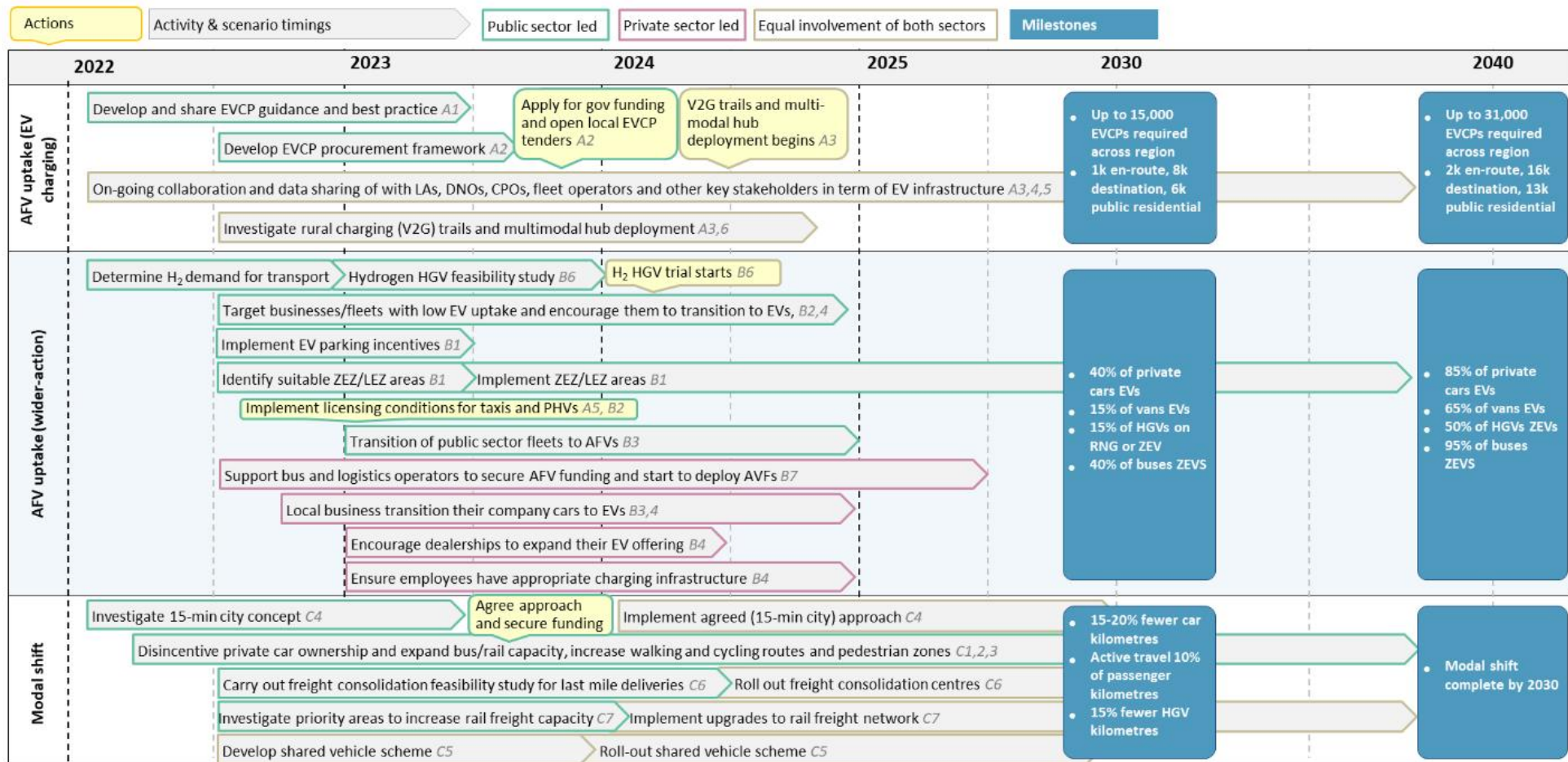


Figure 10: Roadmap summarising key actions set-out in the action plan as well as milestone targets

| 2 ACTION PLAN FOR DECARBONISING EAST ANGLIAN TRANSPORT

The East Anglia Alternative Fuels Strategy was developed by Element Energy on behalf of the Cambridgeshire and Peterborough Combined Authority (CPCA) and the New Anglia Local Enterprise Partnership (New Anglia LEP). This document is one of three core reports underpinning the strategy. A technical report compiling all evidence used, and a detailed action plan are also in the ownership of The Combined Authority and New Anglia LEP.

All work undertaken for the Alternative Fuels Strategy was done so with input from local stakeholders. Many attended multiple workshops, providing key data and insights that have been vital in developing the study. The authors would like to thank the following groups:

- Babergh District Council
- Breckland District Council
- Cambridge City Council
- Cambridge Norwich Tech Corridor (private sector focused)
- Cambridgeshire and Peterborough Combined Authority
- Cambridgeshire County Council
- East Cambridgeshire District Council
- East Suffolk Council
- Fenland District Council
- Great Yarmouth Borough Council
- Greater South East Energy Hub
- New Anglia Local Enterprise Partnership
- Norfolk and Suffolk Clean Growth Taskforce
- Norfolk and Suffolk Transport Board
- Norfolk Broads Authority
- Norfolk County Council
- North Norfolk District Council
- Norwich City Council
- Peterborough City Council
- South Cambridgeshire District Council
- South Norfolk and Broadland District Council
- Suffolk County Council



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 6.1

Growth Works Management Review July 2022

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 July 2022
Public report:	Yes
Lead Member:	Professor Andy Neely, Acting Chair of the Business Board
From:	Alan Downton, Deputy Chief Officer Business Board and SRO of Growth Works and Greater South-East Net Zero Hub
Key decision:	No
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Note the Growth Works programme performance up to 31 May 2022 (Q6 is April 2022 to 30th June 2022).</p>
Voting arrangements:	For noting only. No vote required.

1. Purpose

- 1.1 To report Growth Works programme performance up to 31 May 2022 (Q6 is April 2022 to 30th June 2022).
- 1.2 This report was considered by the Business Board at its Board meeting on 11 July 2022.
- 1.3 The report was reviewed by the Business Board on 11 July 2022 and following discussion, it was resolved unanimously to recommend the report to the Combined Authority Board for noting.
- 1.4 The report to the Business Board can be viewed via the link below. Item 3.1 refers:

[Business Board Meeting – 11 July 2022](#)

2. Considerations

- 2.1 None.

3. Appendices

- 3.1 None

4. Background Papers

- 4.1 None



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 7.1

Member Officer Protocol

To:	Cambridgeshire & Peterborough Combined Authority
Meeting Date:	27 July 2022
Public report:	Yes
Lead Member:	Not applicable
From:	Audit & Governance Committee
Key decision:	No
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Agree the Member Officer Protocol attached at Appendix A for adoption into the Constitutionb) Note the intention to review the Protocol within 6 monthsc) Note the intention to develop a Social Media Protocol to support the Member Officer Protocol
Voting arrangements:	A simple majority of all Members present and voting

1. Purpose

- 1.1 The Audit and Governance Committee met on 30 June 2022 to consider a request from the Combined Authority Board for the Committee to consider and make recommendations back to Board regarding the content of a Member Officer protocol.
- 1.2 This report proposes to Bord the adoption of a Member Officer Protocol into the Combined Authority Constitution.
- 1.3 If adopted this document will form part of the Authority's constitution and provides a high-level position with regards to Member - Officer interactions from which the Members Code of Conduct and Officers Code of Conduct flow.

2. Background

- 2.1 The Combined Authority Board received a report at its reconvened 20 May 2022 extraordinary meeting, which took place on 8 June 2022, that set out a draft Member Officer Protocol.
- 2.2 The draft protocol was introduced as an urgent item in response to concerns raised by the External Auditors regarding the effective governance of the Combined Authority. The External Auditors wrote to the Chair of the Audit and Governance Committee on 1 June 2022 to identify a significant weakness in the Combined Authority's governance arrangements.
- 2.3 The Combined Authority Board agreed to follow the principles set out in the draft Member Officer Protocol pending formal adoption following review by the Audit & Governance Committee. They further agreed to request that the Audit & Governance Committee review the draft Member Officer Protocol and make recommendations on its content to the Board for consideration at the earliest opportunity.
- 2.4 The Audit & Governance Committee considered a Member Officer Protocol at their 30 June 2022 meeting and agreed to recommend such a protocol to Board for adoption to the Combined Authority Constitution.

3. A Member Officer Protocol

- 3.1 A member Officer protocol will seek to provide general guidance for both Members and Officers in their relations with one another, the provisions of a protocol would apply to all members which includes the Mayor, Board and Committee Members.
- 3.2 A protocol should reflect the basic principles that sit beneath the respective rules of conduct that apply to Members and Officers to offer guidance on some of the issues that may commonly arise. A protocol can also provide clarity on roles and direction on accepted practice.
- 3.3 A protocol will provide clarity on process and parameters in support of the codes of conduct, it can provide additional support for both Members and Officers so that both can effectively deliver their roles in a safe environment of respect and courtesy.
- 3.4 The conduct of the Mayor and elected Members is governed by the provisions of the Member Code of Conduct whilst the conduct of officers is governed by the provisions of the

Employee Code of Conduct and a disciplinary regime forms part of that Code for officers.

- 3.5 A protocol does not replace or affect those Codes; it contains a framework relating only to the areas of interaction between Members and Officers. However, a breach of the provisions of this Protocol is likely to constitute a breach of the relevant formal Code which in turn could lead to appropriate formal action being taken.
- 3.6 There is no statutory requirement for the Combined Authority to have such a protocol, however, it is considered good practice to do so. Such a protocol is beneficial as it sets out the respective expectations of Members and Officers in support of the relevant Codes of Conduct.
- 3.7 The Audit & Governance Committee agreed to review the protocol within 6 months in order to ensure that it remains fit for purpose in support of the Authority's current improvement journey and to address a perceived need for guidance on the use of social media. As a result, the Committee has requested officers seek to develop a draft Social Media Protocol for consideration.
- 3.9 The Audit & Governance Committee also agreed that further guidance was required regarding the use of social media
- 3.10 The proposed Member Officer Protocol is set out in Appendix A.

4. Financial Implications

- 4.1 There are no financial implications to this report

5. Legal Implications

- 5.1 There is no statutory requirement for Councils to adopt a Protocol on Member Officer Relations but it is good practice to do so.
- 5.2 The link created between a newly adopted Protocol, and other Codes and Protocols, will help to ensure that the Constitution remains legally up to date.
- 5.3 Breaches of the Member/Officer Protocol could be used as evidence in a disciplinary hearing for Officers or an investigation under the Code of Conduct for members

6. Public Health Implications

- 6.1 There are no public health implications to this report.

7. Environmental and Climate Change Implications

- 7.1 There are no environmental and climate change implications to this report.

8. Other Significant Implications

- 8.1 There are no other significant implications to this report.

9. Appendices

9.1 Appendix 1 – Proposed Member Officer Protocol

10. Background Papers

10.1 No background papers are identified for this report.

Protocol on Member/Officer Relations

Agenda Item 7.1 – Appendix A

Protocol on Member/Officer Relations

The purpose of this Protocol is to guide Members and officers of the Combined Authority in their relations with one another.

Introduction

- 1.1 The Member Officer protocol is designed to provide a guide to good working relations between Combined Authority Members, including the Mayor, and officers, to define their respective roles and provide principles governing conduct. It is not intended to be prescriptive or comprehensive and seeks simply to offer guidance on some of the issues that most commonly arise.
- 1.2 The protocol seeks to reflect the principles underlying the respective Codes of Conduct that apply to Members and officers and should be read in association with those Codes. The shared objective of the Codes is to enhance and maintain the integrity of local government.
- 1.3 This protocol will also apply to co-opted members of committees/boards.
- 1.4 Members and Officers are all public servants who depend on each other in carrying out their work. Members are responsible to the people of the Combined Area who they serve for as long as their term of office lasts, while Officers are responsible to the Authority. Their job is to give impartial advice to the Board and to the Authority's committees and subcommittees as well as individual Members, and to carry out the Authority's work.
- 1.5 Mutual respect between Members and Officers is essential to good local government. Mutual respect and courtesy should prevail in all meetings and contacts (both formal and informal) between Members and Officers. To be most effective Members and Officers will work closely and cohesively together.
- 1.6 The relationship has to operate without any risk of compromising the ultimate responsibilities of Officers to the Authority as a whole, and with due regard to such technical, financial, professional and legal advice that Officers can legitimately provide to Members.

Roles

- 2.1 Role of Members: Members have many different roles:
 - a) Members are the policy makers and carry out a number of strategic and corporate functions collectively approving the Authority's policy framework, strategic plans and budget.
 - b) Developing and reviewing policy and strategy.
 - c) Monitoring and reviewing policy implementation and service quality.
 - d) Members express political values and support the policies of the political party or group to which they belong (if any).

Protocol on Member/Officer Relations

- e) Representing their communities and bringing their views into the Authority's decision-making processes, thus becoming advocates for their communities.
- f) Being involved in partnerships with other organisations as community leaders.
- g) Representing the Authority on other bodies and acting as ambassadors for the Authority.
- h) Members may have roles relating to their position as members of the Board or Overview and Scrutiny Committee or other committees and sub committees of the Authority.

2.2 Roles of Officers: Officers' main roles are as follows:

- a) Providing advice to the Board, to the Authority's committees and subcommittees and Members to enable them to fulfil their roles.
- b) Managing and providing services for which they are responsible.
- c) Being accountable for ensuring those services are efficient and effective.
- d) Advising the Board, the Authority's committees and subcommittees and Members in respect of those services.
- e) Initiating proposals for policy development.
- f) Implementing the Authority's policies.
- g) Ensuring the Authority acts lawfully.
- h) Representing the Authority on external organisations.

3. Principles of Behaviour

- 3.1 **Respect and Courtesy:** An essential ingredient to the Authority's business being conducted effectively is ensuring mutual respect, trust, courtesy and even-handedness in all meetings and contacts between Officers and Members. This plays a very important part in the Authority's reputation and how it is seen by the public and partners.
- 3.2 The relationship between officers and Members should be characterised by mutual respect and courtesy and recognition of each other's roles and responsibilities. Members have the right to challenge officers' reports and actions, but they should avoid personal and or/public attacks, and ensure their criticism is fair and constructive.
- 3.3 Officers should not publicly criticise Authority decisions even if they do not personally agree with those decisions.
- 3.4 **The Authority's Reputation:** Members and Officers both have an important role in engendering a good reputation for the Authority. In particular they should:
 - 1) protect and promote the legitimacy of democratic local government;
 - 2) promote a positive relationship between Members and Officers and be careful not to undermine it;
 - 3) avoid criticism of the Authority when formally representing it; and
 - 4) avoid personal criticism of other Members and Officers.

Protocol on Member/Officer Relations

- 3.3 **Undue Pressure:** It is important in any dealings between Members and Officers that neither should seek to take unfair advantage of their position. In their dealings with Officers (especially junior officers) Members need to be aware that it is easy for them to be overawed and feel at a disadvantage. Such feelings can be intensified where Members hold senior and/or political office.
- 3.4 Certain statutory officers – the Head of Paid Service, the Section 73 Chief Finance Officer and the Monitoring Officer - have specific roles which Members must understand and respect. Members should have particular regard to any advice given by them.
- 3.5 A Member should not apply undue pressure on an Officer either to do anything that they are not empowered to do or to undertake work outside normal duties or outside normal hours. Particular care needs to be taken in connection with the use of Combined Authority property and services.
- 3.6 Members should always direct requests for information/ advice through the Chief Officers (as defined in Constitution). They should never go directly to Junior Officers as this can put undue pressure on individuals.
- 3.7 To assist Members in decision making they should be informed of all legal and financial considerations, and be warned of the consequences even if it is unpopular. If a Member has a concern that an Officer is not carrying out a particular Authority decision, the Member concerned should draw this to the attention of the Head of Paid Service.
- 3.8 Similarly, an officer must neither seek to use undue influence on an individual Member to make a decision in their favour, nor raise personal matters to do with their job, nor make claims or allegations about other officers.
- 3.9 **Personal/ Business Relationships:** It is important not to allow any personal or business connection or relationship with any other Member or Officer to affect the performance of official responsibilities, taking action or making decisions. It is also important in these circumstances to be wary of passing confidential information to anyone who should not have access to it.
- 3.4 Members should take account of any relationship or connection they have with any other Member or Officer when considering whether or not they need to register or declare a personal interest.

4. Member Officer Working

- 4.1 **Advice:** Members are entitled to ask the Chief Officers for such advice and information as they reasonably need to help them in discharging their role as a Member of the Authority. This can range from general information about some aspect of the Authority's activities, to a request for specific information on behalf of a constituent.
- 4.2 It is important for the Chief Officers to keep Members informed both about the major issues affecting the Authority and about issues affecting the areas s/he represents. Members shall be kept informed about proposals affecting their

Protocol on Member/Officer Relations

constituent council areas and be invited to Authority initiated events within or affecting their constituent council areas.

- 4.3 Advice or information sought by Members should be given in a timely manner. It should be provided by the relevant service provided it is within the service's resources.
- 4.4 Officers serve the whole Authority and must be politically neutral in their work. In providing advice and support to the Authority and when implementing its lawful decisions, it must not be assumed that an Officer is supportive of a particular policy or view or is being other than politically neutral in implementing such decisions.
- 4.6 Officers can advise Members on matters relating to the Authority's business. When seeking advice the Members should approach the Chief Officers in the first instance. They will direct the Members to the appropriate lead officer who will normally be at Director/ Head of Service level.
- 4.7 Junior Officers should not be approached directly with requests for information or advice, in such a circumstance the Officer should inform his or her manager about the request(s) in order to enable a matter to be properly dealt with.
- 4.8 Officers can usually give information confidentially unless doing so would not be in the Authority's best interests (for example, if it went against their obligation to protect the Authority's legal or financial position). Any information a Member receives confidentially in one capacity (for example, as a Member of the Board) cannot be used when acting in a different capacity (for example, when representing his/her ward).
- 4.8 Confidential information can only be given to those entitled to see it. It is best to check with the Officer giving the information whether it is appropriate to pass it on to others. Members should make sure that when they are getting help and advice from Officers they only ask for information to which they are properly entitled. There is more detail about the information to which Members are entitled in the Constitution.
- 4.9 **Working relationship:** Officers work to the instructions of their managers not individual Members.
- 4.10 Members must not require officers to change their professional advice or take any action which the officer considers unlawful or illegal or which would amount to a breach of officers roles and responsibilities, maladministration or breach of a statutory duty.
- 4.11 Members should not raise matters relating to the conduct or capability of an officer or of officers collectively at meetings held in public or in the press. Any concerns should be raised using the appropriate procedure.
- 4.12 The Authority has a statutory duty to positively promote equality. Members and officers should not by their manner, speech, or in any written communication, be discriminatory with regards to a person's age, disability, gender

Protocol on Member/Officer Relations

reassignment, marriage and civil partnership, pregnancy and the protected characteristics set out in The Equality Act 2010.

- 4.13 **Briefings:** Any Member may request a private and confidential briefing from an Chief Officer on matters of policy which have already been or may be discussed by the Authority or within its decision-making or advisory process. All requests should be made to the appropriate Chief Officer..
- 4.14 Briefings shall remain strictly confidential and are not to be shared with other members of the Authority unless so permitted by the relevant member.
- 4.15 Any official information provided to a member must only be used by the Board Member solely for the purpose for which it was provided (i.e. in connection with the proper performance of the member's duties as a member of the Council).

5. Confidentiality

- 5.1 Members are entitled to access information to enable them to discharge their responsibilities. The Access to Information Rules in the Constitution, set out the basis on which information can be accessed by Members and the public generally, but do not affect any other rights to information arising under standing orders or by law. They also set out the difference between confidential information and exempt information.
- 5.2 Members must ensure that they comply with data protection arrangements and not disclose information given to them in confidence by anyone, or information acquired which they believe, or ought reasonably to be aware, is of a confidential nature, except where:-
- ☐ they have the consent of a person authorised to give it,
 - ☐ they are required by law to do so,
 - ☐ the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person, or
 - ☐ the disclosure is reasonable and in the public interest, and made in good faith and in compliance with the reasonable requirements of the authority.
- 5.3 Board/Committee reports which are in the private part of an agenda are to be treated as exempt information unless the relevant board/ committee resolves not to exclude press and public. Members are reminded that the author of the report makes the initial decision as to whether or not the papers are to be treated as exempt from public disclosure. The decision as to whether they remain exempt is for the board/ committee.
- ### 6. Political Activity
- 6.1 There are a number of rules which apply to Officers who occupy politically restricted posts under the Local Government and Housing Act 1989. In summary such Officers are prevented from:

Protocol on Member/Officer Relations

- a) being a Member of Parliament, a Member of the European Parliament or a local authority member;
- b) acting as an election agent or sub agent for a candidate for any of those bodies;
- c) being an officer for a political party or branch, or a committee if that role is likely to involve participation in the management of the party or branch, or to act on its behalf in dealings with other persons;
- d) canvassing on behalf of a political party or an election candidate;
- e) speaking in public in support of a political party; and
- f) publishing written or artistic works affecting support for a political party.

7. Media

- 7.1 All relations with the media must be conducted in accordance with the Authority's agreed procedures and the law on Local Authority publicity. Media inquiries relating to official business should be referred to the Communication Team.
- 7.2 Officers will make every effort to keep Board Members informed of media interest in Authority activities relevant to their responsibilities especially regarding strategic or contentious matters.
- 7.3 Any officer assisting a member with media relations must act at all times in the interests of the whole Authority and in a politically impartial manner. Other than factual statements, members should not seek assistance from an officer with the preparation or issue of any media statement that will adversely affect the reputation of the Authority.

8. Social Media

- 8.1 The Combined Authority supports and encourages the use of social media. Social media has become an every-day communications tool for Members and the people they represent, and the potential for using social media is huge. Social media allows you to be innovative and responsive as well as providing links to useful sources of information or sign-posting to other organisations.
- 8.2 Social Media use must be in line with the Combined Authority's Member Code of Conduct and Employee Code of Conduct, a Social Media Protocol is currently in development to provide more distinct guidance.
- 8.3 The Communications Team can provide useful assistance and guidance on the use of social media for both Members and Officers.

9. Support services to Members

- 9.1 Members are provided with access to ICT (information and communication technology) systems and to support services (e.g. diary management, correspondence handling, typing, printing, photocopying etc.) to enable them to better perform their role as Members.

Protocol on Member/Officer Relations

- 9.2 Members should not use – and officers should not provide – such access and support services in connection with party political or campaigning activity or for purposes not related to Combined Authority business, except that ICT access may be used for non-commercial purposes provided it does not cause a conflict with, or risk to, the Authority's systems, or increase the support required from officers.
- 9.3 **Email Addresses:** The issue of personal email use by Members is prohibited unless approval has been provided by the Monitoring Officer following assessment against baseline security requirements.
- 9.4 The Combined Authority will provide Members with use of a CPCA email account. The Combined Authority ICT provider will create accounts, providing details of how to access and login. The ICT provider will also liaise with the ICT providers at Members authorities or organisations to enable access within their local Outlook system. This would be by way of an additional folder/inbox within the Outlook system.
- 9.5 If a Member wishes to use a non-Combined Authority email account as their email address for Combined Authority business they can apply for their Constituent Council or business email address to be used subject to that system meeting the baseline security requirements of the Combined Authority. This will allow members to use their current email accounts to access Combined Authority information securely both on teams, and SharePoint. If you wish to use this option the Combined Authority IT provider will contact you to carry out a quick 10 minute assessment to confirm the necessary security standards are in place.
- 9.6 Members are prohibited from forwarding Combined Authority emails to a personal email account that has not been assessed as meeting the baseline security requirements of the Combined Authority.

10. Member Training

- 10.1 Members are expected to embrace the principles of personal development and skill training and ensure they allocate time to participate in all the necessary training and personal development activities. This includes, but is not limited to, the necessary skills to take advantage of the ICT facilities made available to them.

11. Complaints and Concerns

- 11.1 **Procedure for Members:** If a Member is dissatisfied with the conduct, behaviour or performance of an officer they should raise the matter privately with the relevant Chief Officer. If their concerns relate to an Executive Director or Director the concern should be raised with the Chief Executive. If the concerns relates to the Chief Executive then the concern should be raised with the Monitoring Officer. Where necessary, internal HR processes will be undertaken.

Protocol on Member/Officer Relations

- 11.2 **Procedure for Officers:** If an officer is unhappy with the conduct or behaviour of a Member they should seek to resolve the matter by appropriate discussion and involvement of their relevant Chief Officer.
- 11.3 In the event that matters remain unresolved they should inform the Monitoring Officer who will consider what action should be taken.
- 11.4 **Arbitration:** When necessary, the Chief Executive will arbitrate on the interpretation of this Protocol following consultation with the Monitoring Officer, who may also involve the head of HR where s/he judges that appropriate.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 7.2

OneCAM Ltd Audit Report

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Jodie Townsend, Interim Head of Governance

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Note the One CAM Audit Report
- b) Note the key findings and actions in the report

Voting arrangements: To note only, no vote required.

1. Purpose

- 1.1 The purpose of this report is to provide the Board with the final internal audit report, conducted by RSM (UK) on the governance and decision-making following the cessation of the One CAM Project.
- 1.2 The report was commissioned by the Audit & Governance Committee. This was following a letter written by two members of the Board inviting Committee to consider an audit of the processes. The Audit & Governance Committee initially received the final audit report at its meeting on 11 March 2022. The Audit & Governance Committee gave their support to the Committee Chair to forward the report to the Combined Authority Board for their information and to draw their attention to the learning opportunities for the future.
- 1.3 There were some conversations between the internal auditors, the Board members which requested the audit take place, the Chair of the Audit & Governance Committee and officers which has led to the delay in presenting this report to the Board following the Audit & Governance Committee on 11 March 2022.

2. Background

- 2.1 Two members of the Combined Authority Board wrote to the Monitoring Officer seeking to invite the Audit & Governance Committee to conduct an audit of the decisions leading to the suspension of activity on the Cambridgeshire Autonomous Metro (One CAM) project. The two members of the Board sought clarity on the governance surrounding the cessation of the work on One CAM; who took the decision; and how the decision was taken; and what part(s) of the Combined Authority Constitution were being relied upon to ensure proper governance on the actions taken.
- 2.2 Appendix 1 to this report is the final internal audit report following the investigation and provides the background to the work; conclusion and key findings which provide two low priority and one medium priority management actions.
- 2.3 Following the internal audit no evidence was found that the decision to terminate the task orders with the project contractors was not in line with governance arrangements as laid out in the Combined Authority Constitution, and the Shareholder Agreement of the OneCAM Limited company.

Significant Implications

3. Financial Implications

- 3.1 There are no financial implications from this report.

4. Legal Implications

- 4.1 There are no legal implications from this report.

5. Public Health Implications

5.1 There are no public health implications from the report.

6. Environmental and Climate Change Implications

6.1 There are no environmental or climate change implications from this report.

7. Other Significant Implications

7.1 There are no other significant implications from this report.

8. Appendices

8.1 Appendix 1 – One CAM Project Governance and Decision-Making Internal Audit Report, undertaken by RSM (UK) Limited

9. Background Papers

9.1 None



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY

CAM Project – Governance and Decision-Making

Internal audit report 4.21/22

Final Report

5 February 2022

This report is solely for the use of the persons to whom it is addressed.

To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.

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1. EXECUTIVE SUMMARY

Why we completed this audit

Two members of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board wrote to officers seeking to invite the Audit and Governance Committee to conduct an audit of the decisions leading to the suspension of activity on the Cambridgeshire Autonomous Metro (CAM) project. The two Members of the Board requested clarity on the governance surrounding the cessation of work on the CAM project, who took the decision and how the decision was taken, and what part(s) of the Constitution were being relied upon to ensure the proper governance of actions taken. These questions relate to both the actions of CPCA officers as well as the Mayor.

We have undertaken an advisory review to consider those questions and to provide clarity on the governance surrounding the decision. However, please note that this review does not substitute for legal advice on the decision making.

A new Mayor was elected to CPCA on 6 May 2021. One of the Mayor's pre-election statements was that he would not support the continuation of the CAM project, and this was re-stated following his election. This intention had implications for the future of One CAM Limited, the wholly-owned subsidiary of the CPCA through which the project was planned to be delivered.

The Combined Authority had two interim Chief Executive Officers, who we were advised divided their duties between themselves (ie there was no formal documentation of the split of duties/decisions). All references in this report to the CPCA Chief Executive refer to Kim Sawyer. A decision was taken by the Chief Executive of the CPCA, who was also a director of One CAM Limited, to terminate the existing task orders which had been issued to Mace, PA Consulting and Jacobs. The framework contracts with the contractors remained in place. This decision was formalised in an Officer Decision Notice (ODN) on 7 June 2021 and noted by the CPCA Board at its meeting on 28 July 2021. Subsequently at its meeting on 27 October 2021 the CPCA Board agreed that One CAM Limited should be placed into dormancy followed by strike-off from the register of companies.

Conclusion

The Mayor had made pre-election statements that he would discontinue the CAM project, and this intention was re-stated post-election, which meant that the Directors of One CAM Limited considered that decisions needed to be taken to protect the solvency of the company, leading to the decision by the CPCA Chief Executive to terminate the task orders in place at that point. We identified a timeliness issue in that the decision to terminate the task orders had been agreed by the CPCA Chief Executive, One CAM Limited Chief Executive and other non-executive Directors of One CAM Limited, and had been communicated to the contractors and CPCA staff by 28 May 2021, but Members were not briefed until 2 June 2021 and the CPCA Chief Executive's ODN was not signed until 7 June 2021. Furthermore the next CPCA Board meeting after the date of the ODN was 30 June 2021, but the ODN was not reported to the Board until 28 July 2021. We have agreed an action to ensure that ODNs are promptly signed and communicated to Board.

However we have found no evidence that the decision taken to terminate the task orders with the CAM project contractors was not in line with the governance arrangements as laid out in the Constitution of the Combined Authority, and the One CAM Limited Shareholder Agreement, although we did note that the CPCA may wish to make some amendments to the Constitution for clarity.

We also do not consider that there was a conflict of interest or that the CPCA Chief Executive acted without consultation or without transparency. The dual roles of Chief Executive of CPCA and Director of One CAM Limited allowed the decision to terminate the task orders to be taken quickly for the benefit of both the CPCA and One CAM Limited.

Key findings

We identified the following issue for which we have agreed one medium priority management action:



The date of the ODN terminating the task orders was 7 June 2021 but the decision had actually been made, and communicated, by 28 May 2021. The next CPCA Board meeting after the ODN was 30 June 2021, but the ODN was not reported to the Board until 28 July 2021. If decisions are not formalised promptly in an ODN and prior to action being taken there is a risk that inappropriate decisions could be taken. In addition if ODNs are not reported to the next Board meeting there is a risk that decisions are not following the Constitution. **(Medium)**

We found no issues with the following areas:

Whether the Mayor's actions were covered constitutionally



Chapter 3, section 1.5.2 of the Constitution states *that the Mayor may individually exercise a general power of competence to do anything that the Combined Authority may do subject to the restrictions which apply to the exercise of that power and after having due regard to advice from the Monitoring Officer and Chief Finance Officers*. As the Mayor's statements had been made prior to his election on 6 May 2021, there was no consultation on his pre-election statements, which continued to be stated after his election. However the decision to terminate the task orders was taken by the CPCA Chief Executive, and not by the Mayor.

Basis of use of delegated authority by the Chief Executive



Chapter 17 paragraph 4.7a states that that Chief Executive can *"discharge any function of the Combined Authority which has not been specifically delegated to another Officer, Committee or reserved to the Mayor or the Combined Authority Board"*. We reviewed Chapter 3, section 1 of the Constitution, Role and Functions reserved to the Mayor, and did not note any paragraph which would have prevented the CEO from making her decision.

Whether there should have been a Combined Authority decision



We reviewed the copy of the Shareholder Agreement provided to us, in particular Schedule 2 Shareholder Consent Matters, to establish whether the decision taken by the CPCA Chief Executive to terminate the task orders was a decision for which the CPCA Board should have been called.

We found that Schedule 2, 2.1.1 stated that "any action or omission which would result in a breach of a Project Agreement" required Shareholder Consent. We were advised by the Monitoring Officer that this would only occur without the consent of the CPCA, and that this consent was achieved at the Combined Authority Board meeting of 28 July 2021, and we confirmed through review that the minutes of that meeting recorded that the CPCA Board noted the decision of the CEO to terminate the task orders and "authorise a material reduction in the activity of One CAM Limited pending a final decision in relation to the CAM Programme".

Transparency of the decision



We reviewed the substantial email correspondence pack provided to us and noted extensive correspondence between the Chair of One CAM Limited, the other One CAM Limited non-executive directors, and the CPCA CEO, Monitoring Officer and Interim Governance Officer prior to the decision to terminate the task orders being taken. A meeting was also held with the Mayor on 27 May 2021, and email correspondence indicates that the Mayor agreed to the decision.



On 14 June an email from the lawyers Pinsent Mason to the CPCA Monitoring Officer suggests *"any decisions to be made are run against the Schedule 2 consent matters and again, where there may be a degree of "greyness", then take a cautious approach and ensure they are approved by CPCA."* Although the CEO's ODN had already been signed at this point, this is in line with the approach already being taken by officers, which we confirmed through review of email correspondence.

The alternative course of action would have been to wait for a decision of the CPCA Board, thus incurring additional costs with no guarantee of further income to cover them (as the Mayor had indicated there would be no future funding), thus risking insolvency, and for executives to take up roles in One CAM Limited which the Mayor's statements indicated would then be redundant shortly afterwards.

We also agreed two low priority actions which are detailed in section 2 below.

2. DETAILED FINDINGS AND ACTIONS

Whether the Mayor's actions were covered constitutionally		
Control 1	<p>The Cambridgeshire and Peterborough Devolution Deal states that <i>the Mayor or any Cabinet Member may put forward proposals for decision by the Combined Authority. The Mayor will have one vote, as will other voting members. Any questions that are to be decided by the Combined Authority are to be decided by a majority of the members present and voting, subject to the majority including the vote of the Mayor, unless otherwise set out in legislation, or specifically delegated through the Authority's Constitution.</i></p> <p>This is echoed in Chapter 5, section 16.2 of the Constitution which states that <i>Except decisions to which special voting arrangements apply, all decisions of the Board shall be decided by a majority of voting Members, subject to that majority including the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor.</i></p> <p>The Devolution Deal also states that the Mayor <i>is required to consult the CPCA on his/her strategies, which it may reject if a 2/3 majority of the members present and voting, vote to do so.</i></p> <p>Chapter 5, section 16.10 of the Constitution states that <i>A decision to reject the Mayoral budget, Mayoral strategy, or Mayoral spending plan requires a vote in favour by at least two-thirds of all Members appointed by Constituent Councils.</i></p> <p>In addition Chapter 5, section 16.8 states that <i>A decision on a question relating to:</i></p> <p><i>(a) the Transport Plan;</i></p> <p><i>(b) any spending plans or plans for the allocation of transport-related funding;</i></p> <p><i>requires a vote in favour, by at least two-thirds of all Members (or their Substitute Members) appointed by the Constituent Councils to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members.</i></p> <p>The Devolution Deal also states that <i>the CPCA Mayor will be required to consult the CPCA Board on his/her transport plan which it may reject if a 2/3 majority vote to do so, subject to that majority including the votes of Cambridgeshire County Council and Peterborough City Council.</i></p>	<p>Assessment:</p> <p>Design ✓</p> <p>Compliance ×</p>
Findings / Implications	<p><u>Policy of not supporting the CAM project</u></p> <p>Through review of the South East Cambridgeshire Labour Party website, South East Cambridgeshire Newsletter and Varsity.co.uk news website we identified that prior to and after his election, the Mayor made a number of public statements indicating that he would not support the previous Mayor's CAM project, and would not be continuing with it. However whilst the Mayor indicated this intention, no formal decision was made by the Mayor - the decision to pause work on the CAM project was taken by the CPCA Chief Executive (see below and also Control 2).</p>	

Whether the Mayor's actions were covered constitutionally

The Cambridgeshire and Peterborough Devolution Deal requires the Mayor to consult the CPCA on his strategies. As the Mayor's statements had been made prior to his election on 6 May 2021, there was no consultation on what could be seen after his election as a 'strategy' (although we acknowledge it was not a formal written strategy). We were advised by the Monitoring Officer that the CA Board is required to consider certain plans and strategies, and the process of bringing and considering such things to the board, including the preparatory work (in this instance, the Leader's Strategy Meeting, and the decision itself at the CPCA Board meeting of 28 July 2021) would be 'readable as consultation'. In addition, the minutes of the 28 July 2021 CPCA Board meeting record that the mayor had realised after his election that this was not a decision for the Mayor alone but one for the Board. Nevertheless, as the Mayor had publicly stated his intention post-election, this meant that the Directors of One CAM Limited felt that decisions needed to be taken to protect the solvency of the company.

Through review of the minutes of the CPCA Board meeting of 28 July 2021 we noted that *it was resolved by a majority of those present and voting to: a) Note the decision of the Chief Executive to stop task orders in relation to the delivery of the work of One CAM Limited. b) Note the recommendation of the Board of One CAM Limited that the work of the company be suspended until a comprehensive review of the One CAM programme and the Local Transport Plan be completed, and authorise a material reduction in the activity of One CAM Limited pending a final decision in relation to the CAM Programme.*

It was not possible to ascertain whether a two-thirds majority had been obtained as records were not retained, but we were advised by the Monitoring Officer that the decision made on 28 July 2021 was not a Mayoral strategy decision and required a simple majority only. This is supported by the fact the decision summary of the CPCA Board meeting of October 2021 records that *the Transport and Infrastructure Committee had invited officers to review the relevance of the LTP CAM Sub-Strategy following a decision on the ONECAM SPV, and to report back to a future Transport and Infrastructure Committee.* We were advised by the Monitoring Officer that the strategy was therefore under review at that point and had not been discontinued and the decisions were confined to the CAM project as a programme of implementation and not the underlying strategy.

On 27 May 2021 a meeting was held between the Mayor, the Chief Executive of One CAM Limited, the Chief Executive of the CPCA and the Chair of One CAM Limited at which a brief was presented to the Mayor with recommendations to allow him to make a decision on the way forward. This included the recommendation "to stop work on the CAM Programme as soon as practically and commercially possible, thereby reducing spend as quickly and to the greatest extent possible." Following the meeting, the One CAM Limited CEO sent an email advising that the Mayor had agreed the steps outlined in the brief, which included ceasing work on One CAM Limited.

Decision to terminate the task orders

Other than the two exceptions above from chapter 3, section 1.5.1 which do not apply in this case, chapter 3, section 1.5.2 of the Constitution states that *the Mayor may individually exercise a general power of competence to do anything that the Combined Authority may do subject to the restrictions which apply to the exercise of that power and after having due regard to advice from the Monitoring Officer and Chief Finance Officers.*

Chapter 3, paragraph 3.1 of the constitution states that *any mayoral decisions will be made in accordance with the constitution, including the transparency rules, forward plan and key decisions*, however no formal decision was actually made by the Mayor, and the decision was not made until the CPCA Board Meeting of 28 July 2021. The decision to pause work was made by the former CPCA CEO (see Control 2 below).

Whether the Mayor's actions were covered constitutionally

The minutes of the 28 July 2021 meeting state that this key decision had been added to the Forward Plan on 15 July 2021 (in line chapter 6 of the Constitution regarding decision-making). The minutes of the 28 July 2021 CPCA Board meeting record that the Mayor had realised after his election that this was not a decision for the Mayor alone but one for the Board.

At the 28 July 2021 meeting the Board noted the decision of the CEO to stop the task orders, the recommendation of the board of One CAM Limited that the work of the company be suspended, and authorised a material reduction in the activity of One CAM Limited pending a final decision in relation to the CAM programme. We confirmed through review of a decision summary dated 1 November 2021 that the CPCA Board had agreed at its meeting on 27 October 2021 that One CAM Limited should be placed into dormancy followed by strike-off from the register of companies.

In considering whether there had been an earlier opportunity for a decision to be made by the CPCA Board, we noted that there had been an Annual Meeting of the Board on 2 June 2021 which was too soon (and not the purpose of the meeting) to bring a decision to. There was also a further meeting of the Board on 30 June 2021. A meeting of the leaders of the constituent councils was held on 9 July 2021 at which they were briefed on the situation and the decisions to be made. Emails from 9 July following the Leaders' meeting indicate that the Leaders considered that such a major decision required several weeks' notice and a decision would therefore be made at the CPCA Board meeting on 28 July 2021 (not 30 June 2021 - however see also findings in Control 2 below).

No issues noted.

Basis of use of delegated authority

Control 2	The former Chief Executive used Chapter 17 paragraph 4.13 as the basis for her ODN. This paragraph states that the Chief Executive can "take decisions up to £500k, subject to any decisions being reported to the next Board meeting of the Combined Authority".	Assessment:	
		Design	✓
		Compliance	×
Findings / Implications	<p>The former Chief Executive used Chapter 17 paragraph 4.13 of the Constitution as the basis for her ODN. This paragraph states that the Chief Executive can "take decisions up to £500k, subject to any decisions being reported to the next Board meeting of the Combined Authority". We were also advised by the former CEO that she had been given additional delegated authority in relation to these contracts, and confirmed through the review of a decision summary from the meeting of the CPCA Board on 25 November 2021 that the Board had resolved to delegate authority to the CPCA Chief Executive to enter into contracts following compliant procurement processes on behalf of the Combined Authority and later novate to One CAM Limited. There were no financial implications of the decision in terms of committing the Combined Authority to expenditure as the impact of the decision was to pause expenditure. The Constitution does not make clear whether "decisions up to £500k" is committing to expenditure or also applies where expenditure is reduced. See management action 3.</p> <p>Chapter 17 paragraph 4.7a states that that Chief Executive can "discharge any function of the Combined Authority which has not been specifically delegated to another Officer, Committee or reserved to the Mayor or the Combined Authority Board", and paragraph 4.8 states that the CEO can "take any action which is required as a matter of urgency in consultation (where practicable) with the Mayor, the Monitoring Officer and the Chief Finance Officer, and in accordance with the Transparency Rules, Forward Plan and Key Decisions".</p> <p>We were advised by the Monitoring Officer that 4.8 (urgency) was intended to apply where the value was above £500k, however as there was no expenditure, 4.8 was not required to be used and 4.13 could be used.</p> <p>In terms of 4.7a and whether this was a matter reserved to the Mayor or the Combined Authority Board, we reviewed Chapter 3, section 1 of the Constitution, Role and Functions reserved to the Mayor, and did not note any paragraph which would have prevented the CEO from making her decision.</p> <p>We also reviewed Chapter 4, section 1, Functions reserved to the Board. Paragraph 1.2 states that "the adoption of, and any amendment to or withdrawal of the following plans and strategies:.....c) Business cases for key priority projects identified in the Business Plan" is a function reserved to the Board. Whilst withdrawal from the CAM project would fit into this category, the CEO's decision as per the ODN was to "Sign the termination letters for the current Task Orders (TO) with Mace, Jacobs and PA Consulting)", and not to end the CAM project. Email correspondence, for example sent on 10 June 2021 at 8.55, is clear that this is the position. All email correspondence which we reviewed is in line with this position, and that a decision on the future of the project would be taken by the CPCA Board on 28 July 2021.</p> <p>Paragraph 4.13, used as the basis for the decision, does require such decisions to be reported to the next Board meeting of the CPCA. We confirmed that the date of the ODN was 7 June 2021. The next Board meeting after that was 30 June 2021, but the ODN was not reported to the Board until 28 July 2021 when the Board noted the decision of the Chief Executive to stop task orders in relation to the delivery of the work of One CAM Limited. If ODNs are not reported to the next Board meeting there is a risk that decisions are not following the Constitution (however we acknowledge as noted above that there may have been timing issues).</p> <p>In addition, we were advised that the decision to cancel the task orders was communicated by the Chief Executive of One CAM Limited to a wide distribution list including contractors (who were already aware through other communications) and CPCA staff, before the decision</p>		

Basis of use of delegated authority

had been reported to members. We confirmed through review that this email was sent on 28 May 2021 which was the day after the meeting with the Mayor and before the date of the ODN which was 7 June 2021, and also before the briefing for the 9 June 2021 Leaders' meeting was sent on 2 June 2021.

If the timing and communication of decisions is not appropriately managed, there is a risk that relevant parties (e.g. members) are not informed, and that communication to a wider audience (e.g. CPCA staff) takes place inappropriately.

If decisions are not formalised promptly in an ODN and prior to action being taken there is a risk that inappropriate decisions could be taken.

Management Action 1	For future significant decisions we will ensure that the communications outside of the decision-makers are appropriately timed and managed to ensure interested parties are informed at the correct time.	Responsible Owner: Chief Executive Officer/relevant Director	Date: Immediate	Priority: Low
Management Action 2	We will produce ODN's in a more timely manner and prior to action being taken. ODNs will be reported to the next CPCA Board meeting in line with the Constitution.	Responsible Owner: Monitoring Officer/Head of Governance and Democratic Services	Date: Immediate	Priority: Medium

Whether there should have been a Combined Authority decision

Control 3	<p>The CPCA is the sole shareholder of One CAM Limited.</p> <p>A Shareholder Agreement is in place to ensure that the Combined Authority has effective arrangements for controlling and monitoring the arrangements of the CAM SPV (One CAM Limited).</p>	Assessment:
		Design ✓
		Compliance ×
Findings / Implications	<p>We reviewed the copy of the Shareholder Agreement provided to us, which was an unsigned copy that we have for the purpose of this review assumed is the final Shareholder agreement, in particular Schedule 2 Shareholder Consent Matters, to establish whether the decision taken by the CPCA Chief Executive to terminate the task orders was a decision for which the CPCA Board should have been called.</p> <p>We also confirmed through review that the contracts with the contractors (Jacobs, PA Consulting, and Mace) were with the Combined Authority. We were advised that the planned novations to One CAM Limited had not taken place. Therefore the decision to terminate the task orders needed to come from the CPCA (either its Board or delegated officer), not from One CAM Limited.</p> <p>We examined whether the following shareholder consent matters, which would require the prior written consent of the Combined Authority applied:</p> <ul style="list-style-type: none">• Schedule 2, 2.1.1 - <i>"any action or omission which would result in a breach of a Project Agreement"</i>- the response from the Monitoring Officer was that this would only occur without the consent of the CPCA, and that this consent was achieved at the CPCA Board meeting of 28.07.21.• Schedule 2, 2.1.11 - <i>"making any variation to the Business Plans"</i> - the Monitoring Officer advised that the business plan is aimed at delivering the overall objective. This action was to materially reduce activity (pause the work) then cancel the programme and terminate the One CAM Limited company. He advised that the Business Plan is a document which only engages when the activity of the programme is proceeding; it was not a variation to the business plan, but a more fundamental pause in the work• Schedule 2, 2.3.6 - <i>"ceasing to carry on the business or the carrying on of the business on any materially reduced scale"</i> – the Monitoring Officer Advised that this did apply and that it was consented at the CPCA Board meeting of 28 July 2021.• Schedule 2, 2.4.9 - <i>"giving notice of termination of any arrangements of a material nature to any Subsidiary"</i> – the Monitoring Officer advised that this was engaged, but is deemed to fall within the catch all of the consent referred to in relation to 2.3.6. <p>Therefore it is agreed the consent of the CPCA was required, but officers consider that this was obtained at the CPCA Board meeting on 28 July 2021. In practical terms it would have been difficult for the Board to have given such consent in advance, and for the termination of the task orders and therefore the termination of expenditure to have been undertaken as promptly as the CPCA Chief Executive was able to act by exercising delegated authority (see also control 4 below).</p> <p>The Constitution does not require the CEO to consult with Members on such decisions, however the former CEO advised us that she recognised that she could have consulted with Members, and that the following month, there was an unrelated issue (an employment issue) and that she did consult with members before taking that decision. The Leaders of the constituent councils were sent a briefing on 2 June 2021 ahead of their meeting on 9 June 2021, however this was after the One CAM Limited CEO had widely circulated on 28 May 2021 the fact that the task orders had been terminated.</p>	

Whether there should have been a Combined Authority decision

If the Constitution is not clear on the requirements that members expect of the Chief Executive and other officers in relation to decision-making, there is a risk that although decisions may be taken in line with the Constitution, members do not feel adequately consulted, particularly on decisions which must be taken urgently.

See also action 1 above.

Management Action 3	We will consider whether the Constitution should be amended to require consultation with Members on certain categories of decisions, or for a mechanism for the Board to take urgent decisions, and whether Chapter 17 paragraph 4.13 should be clarified as to whether the £500k limit also refers to a reduction in expenditure/investment.	Responsible Owner: Chief Financial Officer/Monitoring Officer/Head of Governance/Democratic Services	Date: Immediate	Priority: Low
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Conflicts of interest

Control 4	The Board of Directors of One CAM Limited in May and June 2021 consisted of six independent non-executive directors, and three non-executive directors who were also officers of the Combined Authority.	Assessment: Design ✓ Compliance ×
Findings / Implications	<p>We obtained a report of current and previous directors of One CAM Limited and noted that the Directors in May to July 2021 included:</p> <ul style="list-style-type: none"> • Jon Alsop, Chief Financial Officer and s73 officer of the Combined Authority • Kim Sawyer, Joint Chief Executive of the Combined Authority • John Hill, Joint Chief Executive of the Combined Authority (now Director of Business and Skills) <p>As noted above, the decision to terminate the task orders was taken by Kim Sawyer in her capacity as Chief Executive Officer of the CA. Our review of the correspondence pack provided to us did not note any emails from either Jon Alsop or John Hill, and only limited emails which copied them in.</p> <p>The Joint CEO stated in her interview with us that following the Mayor's appointment, and his continued public statements that he would cease the CAM project, action needed to be taken to maintain the solvency of One CAM Limited. The company was solely funded by the CPCA and had made recent Director appointments, in addition to the £300k per month being spent on contractors. The CEO stated that following the Mayor's statements the company knew that its funding would not be continued and therefore to prevent it from becoming insolvent expenditure needed to be halted. The insolvency of the company would have had a negative effect on the reputation of the CPCA and also a significant impact on the reputations and ability of the high profile non-executive Directors of One CAM Limited to act as Directors of other companies.</p> <p>We confirmed through review of the financial detail at 24/06/21 that One CAM Limited had net assets of £455k.</p> <p>Through review of the financial position report dated 24/06/21 we identified that with the termination of the task orders and resignation of the non-executive Directors, the company was forecast to have £808k in cash at the start of August to meet ongoing running costs of £49k pcm (after the resignation of the One CAM Limited CEO after the 5 August Board meeting). This position would have been significantly impacted had the £300k per month contractor costs not been terminated, as we were advised there would not have been further investment in One CAM Limited by the Mayor given his statement that he would cease the project.</p> <p>We reviewed the email correspondence pack provided to us and noted extensive correspondence between the Chair of One CAM Limited, the other One CAM Limited non-executive Directors, and the CPCA CEO, Monitoring Officer and Interim Governance Officer. In addition on 14 June an email from Michelle Kershaw of the lawyers Pinsent Mason to the CPCA Monitoring Officer suggests "any decisions to be made are run against the Schedule 2 consent matters and again, where there may be a degree of "greyness", then take a cautious approach and ensure they are approved by CPCA." Although the CEO's ODN had already been signed at this point, this is in line with the approach already being taken by officers, which we confirmed through review of email correspondence.</p> <p>The CEO had stated in her interview with us that she had obtained legal advice before terminating the task orders, however we were not provided with evidence of this.</p>	

Conflicts of interest

As noted in Control 1 above, on 27 May 2021 a meeting was held between the Mayor, the Chief Executive of One CAM Limited, the Chief Executive of the CPCA and the Chair of One CAM Limited at which a brief was presented to the Mayor with recommendations to allow him to make a decision on the way forward. It was following this meeting that the Chief Executive of CPCA took steps to terminate the task orders (although the ODN was not produced until 7 June 2021). The Chief Executive's decision was therefore taken before the Mayor had fully consulted with the Leaders on 9 June 2021. However, One CAM Limited was an autonomous company whose directors had a duty to protect from insolvency, and as the Mayor had stated that he would be withdrawing support, the Directors of One CAM Limited, via the CPCA Chief Executive, took the steps they considered necessary.

We do not consider that the CPCA CEO acted without consultation or without transparency (apart from the potential wider consultation of Members which was not required by the Constitution to take place), and the dual role allowed the decision to be taken quickly for the benefit of both the CPCA and One CAM Limited. Had the contracts been novated (from CPCA to One CAM Limited) as planned the decision to terminate the task orders would have been taken by the Directors of One CAM Limited, although the considerations in Control 3 above in relation to Shareholder Consent would still have been relevant.

The alternative would have been to wait for a decision of the CPCA Board on 28 July 2021, thus incurring additional costs with no guarantee of further income to cover them, as the Mayor had indicated that he would not agree to any further funding of the project, thus risking insolvency, and for executives to take up roles in One CAM Limited which the Mayor's statements indicated would then be redundant shortly afterwards.

No issues noted.

APPENDIX A: CATEGORISATION OF FINDINGS

Categorisation of internal audit findings

Priority	Definition
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

The following table highlights the number and categories of management actions made as a result of this audit.

Area	Control design not effective*		Non Compliance with controls*		Agreed actions		
					Low	Medium	High
One CAM – Governance and decision-making	0	(4)	0	(4)	2	1	0
Total					2	1	0

* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

APPENDIX B: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The scope was planned as an advisory review of how the Cambridgeshire and Peterborough Combined Authority manages the following area(s):

Objective of the area under review

Appropriateness of governance and decision making with reference to the CAM project.

Management Concerns

Two members of the Combined Authority Board wrote to officers seeking to invite the Audit and Governance Committee to conduct an audit of the decisions leading to the suspension of activity on the One CAM project. At the time of the referral, there was no formal process of reference however, the Chair of the Audit and Governance Committee has expressed support for the review.

The two Members of the Board have requested: clarity on the governance surrounding the cessation of work on the CAM project; who took the decision and how the decision was taken and what two part/s of the Constitution were being relied upon to ensure the proper governance of actions taken? These questions relate to both the actions of CPCA officers as well as the Mayor.

With the above in mind, the following scope of review has been proposed to support the questions asked by the Members of the Board

When planning the audit, the following areas for consideration and limitations were agreed:

The scope of this review was restricted to looking at:

- How the Mayor's actions are covered constitutionally in terms of governance (in relation to the decision to suspend the CAM project).
- What part of the Constitution is being relied upon for the Mayor and/or senior officer delegations to have ordered the ceasing of activity?
- Whether delegated powers were undertaken correctly in terms of Combined Authority policy.
- Should the Combined Authority Board have been called to take the decision to cease operations.
- Any conflict of interest in terms of the Company and the Combined Authority in decision-making

Limitations to the scope of the audit assignment:

- The scope of the work will be limited to those areas examined and reported upon in the areas for consideration in the context of the objectives set out for this review.
- We will not comment on the appropriateness of decisions made, only that they were in line with the delegated responsibilities outlined within the constitution.
- We will only confirm that officers acted in line with constitution, not that constitution represents best practice, is fit for purpose, or has been legally drafted in line with the Devolution Deal.
- We will not comment on the nature of the decisions made by the One CAM Limited Board and Executives of One CAM Limited
- We will not comment on the content of or approval of the CAM project business case.
- This review will not provide any legal opinions and we may conclude in some areas that the Combined Authority need to seek legal opinion / further legal advice from their preferred providers.
- This review will be advisory in nature and will not constitute a formal opinion.
- Any testing undertaken as part of this audit will be compliance based and sample testing only.
- The results of our work are reliant on the quality and completeness of the information provided to us.
- Our work will not provide an absolute assurance that material errors, loss or fraud do not exist.

Debrief held	15 December 2021 and 14 January 2022
Discussion draft issued	5 January 2022
Draft report issued	17 January 2022
Revised Draft report issued	10 February 2022
Responses received	14 February 2022
Final report issued	15 February 2022

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of Cambridgeshire and Peterborough Combined Authority and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM UK Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM UK Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 7.3

Performance Report

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 July 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Paul Raynes, Director of Delivery & Strategy

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

Note the latest performance report

Voting arrangements: No vote required. For noting only.

1. Purpose

- 1.1 This provides the latest performance report for June 2022.

2. Background

- 2.1 The June 2022 performance report is included in Appendix 1. This measures the performance of the Combined Authority's projects.
- 2.2 The project RAG ratings continue to be updated monthly as part of our standard management assurance processes, and the report includes ratings based on outturn data from the end of June 2022.
- 2.3 At the March Combined Authority Board, Members approved the removal of the 'key projects' profile element of the Performance Dashboard. As such the RAG statuses of all projects are included within Appendix 1.
- 2.4 Performance reporting arrangements in support of the adopted Business Plan and Sustainable Growth Ambition Statement have been developed. The new indicators will be introduced to the authority during July, through two workshops, with a performance metrics paper due to be presented at the September 2022 Board.

3. Performance reporting

- 3.1 There are 44 projects reporting through the Combined Authority programme office each month via the highlight report process. All projects are recorded on a central single project register to ensure that all project details (budget, SRO, PM, naming conventions etc) are correct. Change requests must be signed off by an appropriate Director.
- 3.2 The highlight report process and RAG guidance has recently been updated to combat optimism bias (where project managers overestimate the progress of projects). Project RAG ratings are now measured for both performance and financial progress against spend profile. In addition, RAG ratings are now decided upon jointly at a newly established monthly meeting between the Programme Office, Finance and Project Managers prior to Director sign off. It is felt that this now provides a more realistic measure of project progress as illustrated through the increase in amber projects.
- 3.3 The Programme Dashboard is presented at the Performance and Risk Committee (PaRC) each month. PaRC is an internal officer group led by the Programme Office, comprising of the Chief Executive Officer and Executive Team, representatives from all directorates and officers from the Finance, Communications and Procurement teams. It was felt that there was a need for the Executive Team to have greater visibility of how projects were performing, how risks and mitigations were being considered and to give a tool for reviewing projects that had come forward for consideration as part of the Medium Term Financial planning process.

4. Risk Management

- 4.1 Risk registers are held at a project, programme and corporate level. The Corporate Risk

Register is populated by reference to individual project risk assessments, directorate risks and over-arching corporate risks. It is reported to the Audit and Governance Committee, Executive Team of the Combined Authority, PaRC and at directorate boards.

- 4.2 Any risks which arise, or which become more significant between meetings, are escalated to the Programme Office and added to the register. Risks are reviewed with risk owners monthly and the risk register reviewed at the PaRC meeting.

Significant Implications

5. Financial Implications

- 5.1 There are no direct financial implications.

6. Legal Implications

- 6.1 The Report accords with CPCA's Constitution (November 2020) Chapter 4 para 2 and powers under Part 4 Article 11 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (SI 2017/251)
- 6.2 The meeting shall be conducted in accordance with Parts 2 and 3 of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

7. Public Health Implications

- 7.1 None.

8. Environmental and Climate Change Implications

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – June 2022 Performance Overview

10. Background papers

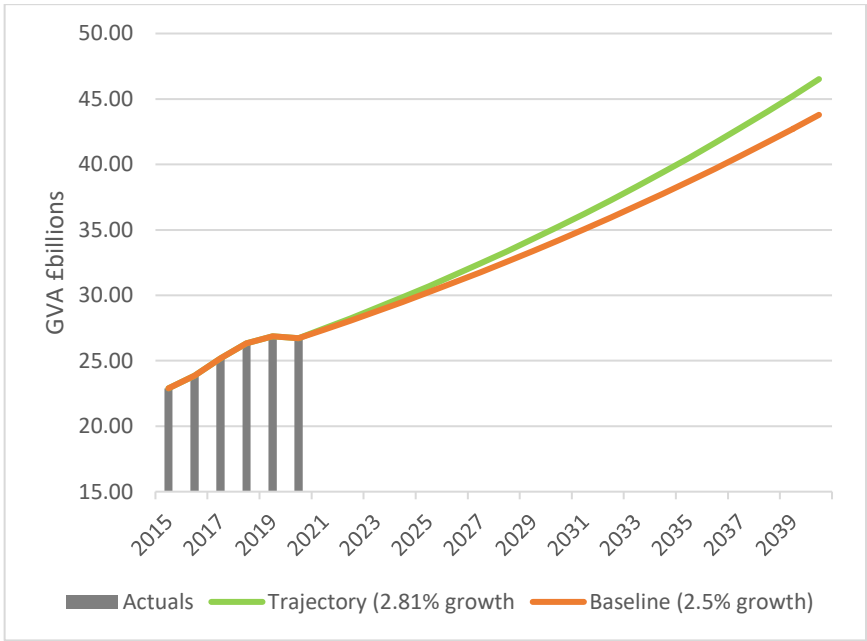
- 10.1 [Performance Management of the Sustainable Growth Ambition Statement](#) – March 2022 Combined Authority Board paper

Sources:

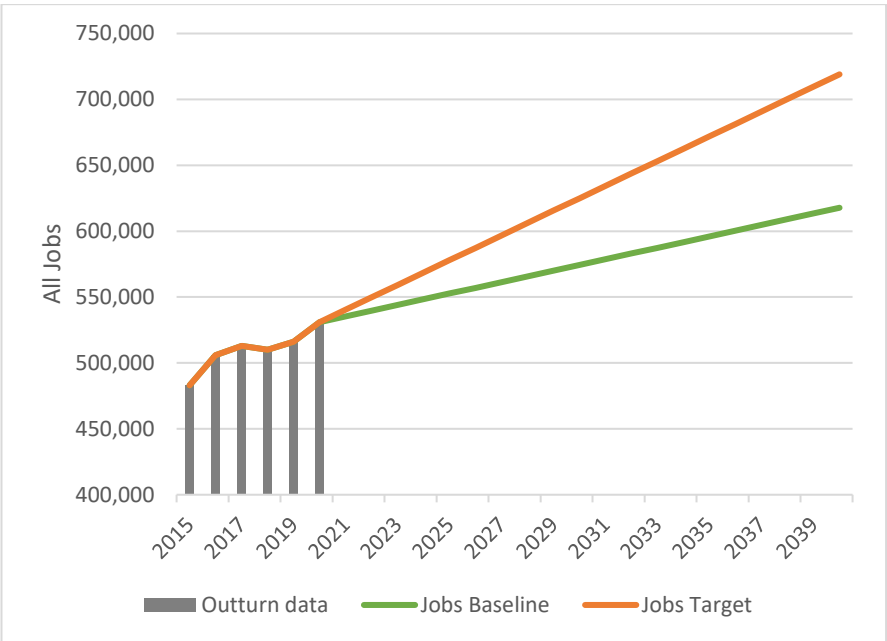
Baseline: Current trend without Devolution Deal interventions
Outturn data source: GVA and Jobs - Office of National Statistics (ONS);
Housing - Council Annual Monitoring Reports/CambridgeshireInsights.

COMBINED AUTHORITY PERFORMANCE DASHBOARD
DEVOLUTION DEAL TRAJECTORY

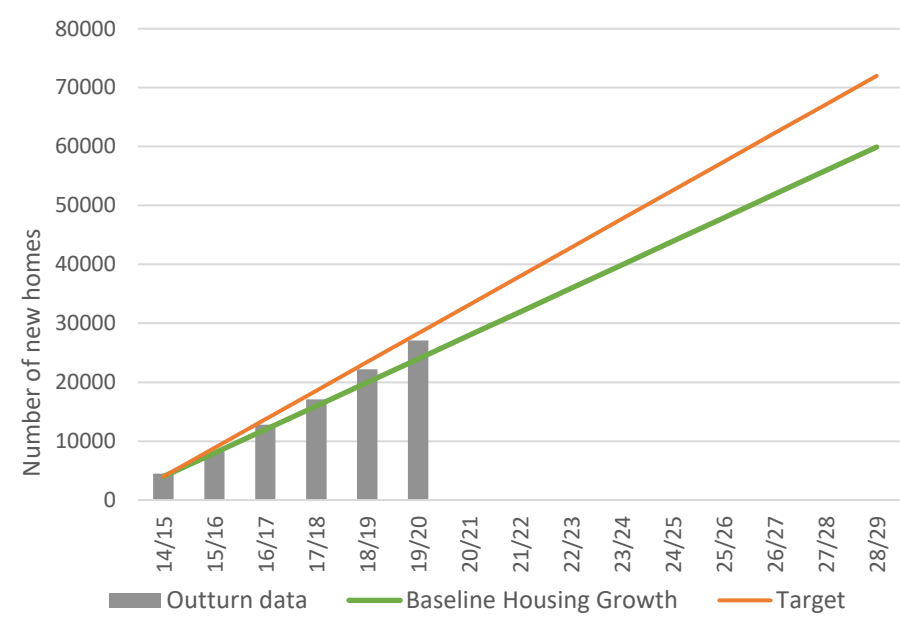
GVA TRAJECTORY V BASELINE



JOBS TRAJECTORY V BASELINE



HOUSING PERFORMANCE (*cumulative figures)

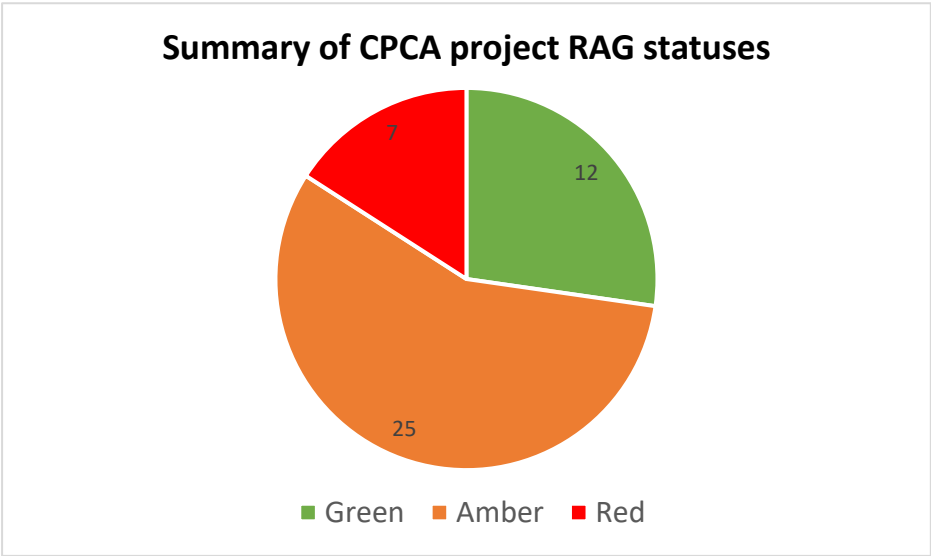
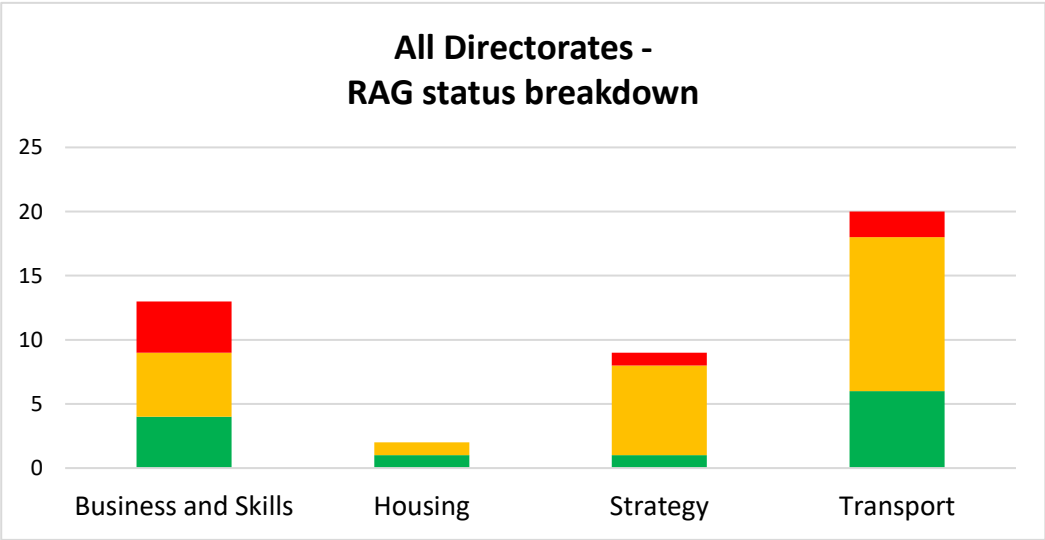


This has been updated in line with National Reporting standards. The CPCA Devolution Deal committed to doubling GVA over 25 years with 2014 as the baseline. To achieve this target the CPIER identified the region would require annual growth of 0.31% on top of the 2.5% baseline growth.

Target is derived through the CPIER by the GL Hearn report with a high growth scenario of 9,400 additional job growth per annum and a baseline of 4,338 jobs per annum.

Devolution Deal target to deliver 72,000 new homes over a 15-year period. £170m affordable homes programme is expected to deliver over 2,500 additional homes.

Combined Authority Project Profile Summary:



Combined Authority Project Profile Breakdown:

Transport	
Name of project	RAG status
A10 Ely – A14 Improvements	Red
A1260 Nene Parkway Junction 15	Green
A1260 Nene Parkway Junction 32/3	Amber
A141 and St Ives Local Improvements	Amber
A16 Norwood Dualling	Amber
Bus Reform Programme	Amber
Cambridge South Station	Green
Ely Area Capacity Enhancements	Green
ENCTS Rationalisation online and customer service functions	Amber
Regeneration of Fenland Railway Stations	Green
Fengate Access Study – Eastern Industries Phase 1	Green
Kings Dyke Level Crossing	Amber
March Area Transport Study (MATS)	Amber
March Area Transport Study Quick Wins	Amber
Soham Station	Green
University Access	Amber
Wisbech Access Strategy	Amber
Wisbech Rail	Amber
A505	Red
Transport Model	Amber

Climate and Strategy	
Name of project	RAG status
Improving Digital Connectivity	Green
Non-Statutory Strategic Spatial Framework	Red
Care Home Retrofit	Amber
Logan’s Meadow Local Nature Reserve Wetland Extension	Amber
Natural Cambridgeshire	Amber
Nature and Environment Investment Fund	Amber
Net Zero Villages Programme	Amber
Doubling Nature Metrics	Amber
City Portrait	Amber

Business & Skills	
Name of project	RAG status
AEB Devolution and Service Operation	Green
Combined Authority Gainshare - Equity Fund	Amber
The Health and Care Work Academy	Amber
Gren Home Grant Local Authority Delivery Phase 2	Red
Greater South East Net Zero Programme	Amber
Market Town Masterplans Programme	Green
Peterborough Station Quarter	Green
Skills Bootcamps	Amber
St Neots Masterplans Programme	Green
Sustainable Warmth Fund	Red
University of Peterborough Phase 1	Red
University of Peterborough Phase 2	Amber
University of Peterborough Phase 3	Red

Housing	
Name of project	RAG status
£100 Million Affordable Housing Programme	Amber
Community Led Housing (CLT)	Green

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 19 July 2022

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

Purpose

The Forward Plan sets out all of the decisions to be taken by the Combined Authority Board, Executive Committees or by way of a Mayoral Decision Notice in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

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

What is a key decision?

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

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

Non-key decisions and update reports

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

Access to reports

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

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

An accessible version of the Forward Plan is available on request from [Democratic Services](#).

Notice of decisions

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

Standing items at Executive Committee meetings

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

Housing and Communities Committee

1. Affordable Housing Programme Loans Update
2. Affordable Housing Programme – Update on Implementation

Skills Committee

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

Transport and Infrastructure Committee

1. Performance and Finance Report

Combined Authority Board 27 July 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1.	Minutes of the Extraordinary meeting on 20 May 2022, the Annual Meeting on 1 June 2022 and the Action Log	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
2.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
3.	Membership of the Combined Authority 2022-23: Update	Cambridgeshire and Peterborough	27 July 2022	Decision	To appoint the non-voting co-opted member of the Board	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			nominated by the Fire Authority and any other appointments required.	including the Audit and Governance Committee	Monitoring Officer		documents other than the report and relevant appendices.
4.	Draft Member/ Officer Protocol	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve the draft Member/ Officer Protocol.	Relevant internal and external stakeholders including the Audit and Governance Committee	Jodie Townsend Interim Head of Governance	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
5.	Budget Monitor Report July 2022	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/017	To provide an update on the revenue and capital budgets for the year to date and approve the carry forward of budget underspends to	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					increase the 2022/23 budget.				appendices to be published.
6.	OneCAM Ltd Audit Report	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To present the OneCAM Ltd audit report.	Relevant internal and external stakeholders, including the Audit and Governance Committee	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
7.	Performance Report New item	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To note the latest quarterly performance report.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Mayoral Decision

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
8.	Recycled Local Growth Fund Project Funding Awards: MDN 38-2022 [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To report the award by way of Mayoral Key Decision 2022/026, the award of recycled Local Growth Funds (LGF) to projects recommended by the Business Board.	Relevant internal and external stakeholders including	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Professor Andy Neely Acting Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
9.	Improvement Framework New item	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/041 [General Exception]	Recommendations to the Combined Authority Board from the Audit and Governance Committee and Interim CEO on future Improvement activity for the organisation.	Relevant internal and external stakeholders	Jodie Townsend Interim Head of Governance	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
10.	Climate and Strategy Business Cases July 2022 New item	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/030 [General Exception]	To approve Business Cases and funding from the Medium-Term Financial Plan for Huntingdon Biodiversity for All and Community Land Trust Pre-Development Grant; Rewilding Programme and Fenland SOIL.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Sustainable Warmth Programme 22/23 Incorporated into Key Decision 2022/039: Green Home Grant LAD2 and Sustainable Warmth, to be considered on 31 August 2022	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/019	To approve the delivery plan for the Sustainable Warmth programme 22/23 and approve repayment of the forecast unspent grant funds to BEIS.	Relevant internal and external stakeholders	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
11.	Shared Prosperity Fund Investment Plan	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/010	To consider and approve the Cambridgeshire and Peterborough Shared Prosperity Fund Investment Plan. which includes the Multiply Adult Basic Skills Programme.	Relevant internal and external stakeholders including the Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
							Business Growth Service/ Energy		to be published
12.	North Cambridgeshire Training Centre Infrastructure Funding New item	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve funding for the access infrastructure to enable opening of the North Cambridgeshire Training Centre.	Relevant internal and external stakeholders	Steve Cox Associate Director	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices .
13.	Cambridgeshire Peterborough Growth Company Limited (Growth Co) Allotment of New Shares to the Combined Authority New item	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) issuing 400,000 additional shares to the Combined Authority in return for	Relevant internal and external stakeholders including the Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					investment of the £400,000 of Recycled Local Growth Fund .		Business Growth Service/ Energy		to be published

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
14.	Active Travel (Cambridgeshire)	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/023	To consider proposals for the development of Active Travel Schemes in Cambridgeshire and make recommendations to the Combined Authority Board. To	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					include the A10/A142 BP Roundabout footbridge, Ely				
15.	Transport Model Replacement	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/021	To develop a transport model to cover the entire Cambridgeshire and Peterborough Combined Authority.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
16.	Peterborough Electric Bus Depot	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve release of funding to develop the options appraisal report and business case for bus depot locations and zero emission vehicle conversion.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
17.	A141 St Ives Outline Business Case	Cambridgeshire and Peterborough	27 July 2022	Key Decision 2022/027	To consider proposals to approve funds to	Relevant internal and	Steve Cox Associate Director	Mayor Dr Nik Johnson	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item	Combined Authority Board			start work on the A141 and St Ives Outline Business Case.	external stakeholders	and Tim Bellamy Interim Head of Transport		will be any documents other than the report and relevant appendices to be published
18.	East Anglian Alternative Fuel Strategy New item	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To consider proposals for a six-week public consultation on the East Anglian Alternative Fuels Strategy (EAAFS).	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
19.	Growth Works Management Review – July 2022	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To monitor and review programme delivery and performance.	Relevant internal and external stakeholders including Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Professor Andy Neely Acting Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Combined Authority Board – 31 August 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
20.	Minutes of the meeting on 27 July 2022 and action log	Cambridgeshire and Peterborough Combined Authority Board	31 August 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
21.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	31 August 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
22.	<p>Growth Works Combined Authority Gainshare - Equity Fund</p> <p>New item</p>	Cambridgeshire and Peterborough Combined Authority Board	31 August 2022	Decision	To approve the Strategic Outline Business Case for the Growth Works Equity Fund project and outline next steps.	Relevant internal and external stakeholders	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
23.	<p>Green Home Grant LAD2 and Sustainable Warmth</p> <p>New item</p>	Cambridgeshire and Peterborough Combined Authority Board	31 August 2022	Key Decision 2022/039	To receive an update on the delivery of the programmes and approve repayment of the forecast unspent grant funds to BEIS and to agree	Relevant internal and external stakeholders	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					to the establishment of a Retrofit Programme Board with delegated powers that is recognised within the CPCA governance structure.		the Business Growth Service/ Energy		

Recommendations from the Transport and Infrastructure Committee meeting on 13 July 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
24.	Local Bus Service Assessment Framework	Cambridgeshire and Peterborough Combined Authority Board	31 August 2022	Key Decision 2022/036	To consider and approve the Local Bus Service Assessment Framework for the	Relevant internal and external stakeholders	Steve Cox Associate Director and	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item				allocation of bus subsidy following the removal of the Bus Recovery Grant.		Tim Bellamy Interim Head of Transport		other than the report and relevant appendices.
25.	Transforming Cities Fund New item	Cambridgeshire and Peterborough Combined Authority Board	31 August 2022	Key Decision 2022/035	To consider and approve the recommended capital swaps to ensure the Transforming Cities Fund is spent in a timely manner.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Skills Committee – 5 September 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
26.	Adult Education Budget	Skills Committee	5 September 2022	Decision	To consider recommendations to approve Adult	Relevant internal and	Fliss Miller Interim Associate	Councillor Lucy Nethsingha	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Contract Awards for 2022-23 and Multi-year Funding allocations for Grant-holders Deferred from July				Education Budget Contract Awards for 2022-23 and Multi-year Funding allocations for Grant-holders and make recommendations to the Combined Authority Board.	external stakeholders	Skills Director	Lead Member for Skills	will be any documents other than the report and relevant appendices to be published

Housing and Communities Committee – 12 September 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
27.	Devolved funding to support community housing initiatives	Housing and Communities Committee	12 September 2022	Decision	To consider bids for devolved funding to support community housing schemes.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than

	New item								the report and relevant appendices.
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Transport and Infrastructure Committee – 14 September 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
28.	Kings Dyke: Request to draw down Subject to Approval Funding Deferred from July	Transport and Infrastructure Committee	14 September 2022	Decision	To receive an update on the progress of the Kings Dyke project, consider recommendations to approve the draw down of subject to approval funding and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
29.	Snailwell Loop (Newmarket Curve) Deferred from September	Transport and Infrastructure Committee	14 September 2022	Decision	To consider proposals for the release of funds to develop a business case for options to re-open Snailwell Loop (Newmarket Curve) and make recommendations to	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					the Combined Authority Board.				relevant appendices.
30.	Wisbech Rail Next Steps Deferred from July	Transport and Infrastructure Committee	14 September July 2022	Decision	To consider an update on the progress on Wisbech Rail and a funding request for next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
31.	Active Travel Grant Funding New item	Transport and Infrastructure Committee	14 September July 2022	Decision	To note the Active Travel Grant Funding award by government and the recommendation to approve the drawdown of the funding and make recommendations to the CA Board	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Board – 21 September 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
32.	Minutes of the meeting on 27 July 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
33.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
34.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
35.	Cambridgeshire and Peterborough Combined Authority Constitution Deferred from July	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To review and approve a series of proposed changes to the Constitution.	Relevant internal and external stakeholders including the Audit and Governance Committee	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
36.	Independent Remuneration Panel Report Deferred from June	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To consider the recommendations of the Independent Remuneration Panel in relation to the Mayor's allowance.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Board Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37.	Climate Commission	Cambridgeshire and Peterborough	21 September 2022	Key Decision 2022/033	To approve the Business Case for revenue	Relevant internal and	Paul Raynes	Councillor Bridget Smith	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item	Combined Authority Board			support to the Independent Commission on Climate and approve £50k per annum from Climate Commission subject to approval line in the MTFP.	external stakeholders	Director of Delivery and Strategy	Lead Member for the Environment and Climate Change	will be any documents other than the report and relevant appendices to be published.
38.	Climate and Strategy Business Cases September 2022 New item	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Key Decision 2022/038	To approve climate and strategy business cases and funding from the subject to approval line in the medium term financial plan.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Councillor Bridget Smith Lead Member for the Environment and Climate Change	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
39.	Chalk Streams Business Case	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Key Decision 2022/034	Approve the Business Case for the Chalk Streams Programme and approve £420k per annum from Chalk Streams subject to approval line in the Medium-Term Financial Plan.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Councillor Bridget Smith Lead Member for the Environment and Climate Change	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
40.	Changing Futures New item	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To approve the virement of funds to facilitate a contract with South Cambridgeshire District Council in support of the Changing Futures project.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Mayor Dr Nick Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
41.	Growth Co Business Plan 2022/23 New item	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To approve the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) Business Plan 2022/23.	Relevant internal and external stakeholders	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Professor Andy Neely, Acting Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
42.	Kings Dyke: Request to draw down Subject to Approval Funding Deferred from July	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To receive an update on the progress of the Kings Dyke project and consider recommendations to approve the draw down of subject to approval funding.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
43.	Wisbech Rail Next Steps Deferred from July	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Key Decision 2022/014	To provide an update on the progress of Wisbech Rail and seek funding approval for next steps.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
44.	Snailwell Loop	Cambridgeshire and Peterborough	21 September 2022	Decision	To approve the release of funds to develop a	Relevant internal and	Steve Cox Associate Director	Mayor Dr Nik Johnson	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	(Newmarket Curve) Deferred from July	Combined Authority Board			business case for options to re-open Snailwell Loop (Newmarket Curve).	external stakeholders	and Tim Bellamy Interim Head of Transport		will be any documents other than the report and relevant appendices.
45.	Active Travel Grant Funding New item	Combined Authority Board	21 September July 2022	Key Decision 2022/040	To note the Active Travel Grant Funding award by government and consider a recommendation to approve the drawdown of the funding.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Recommendations from Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
46.	Adult Education Budget Contract Awards for 2022-23 and Multi-year Funding allocations for Grant-holders Deferred from July	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Key Decision 2022/013	To approve Adult Education Budget Contract Awards for 2022-23 and Multi-year Funding allocations for Grant-holders.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
47.	Recycled Local Growth Fund (LGF) Project Proposals – Category 2 Call: Produce Hub Deferred from July	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Key Decision 2022/022	To approve LGF Recycled Funding Proposals received under the Category 2 funding call: Produce Hub	Relevant internal and external stakeholders including Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Professor Andy Neely Acting Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
48.	Local Enterprise Partnership (LEP) Review and LEP Integration Plan Deferred from July	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To consider the outcomes of the LEP Review and the Combined Authority's LEP Integration Plan as required for submission to Government.	Relevant internal and external stakeholders including Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for	Professor Andy Neely Acting Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
							the Business Growth Service/ Energy		to be published
49.	Profile of Investments Deferred from July	Cambridgeshire and Peterborough Combined Authority Board	21 September 2022	Decision	To note the profile of investments made by the Business Board.	Relevant internal and external stakeholders including Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Professor Andy Neely Acting Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
50.	Enterprise Zones - Cambourne Business	Cambridgeshire and Peterborough	21 September 2022	Decision	To approve proposed changes to the boundary of Cambourne	Relevant internal and external stakeholders	Alan Downton Deputy Chief	Professor Andy Neely Acting Chair of the	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Park Boundary Change & Programme Update Deferred from July	Combined Authority Board			Business Park Enterprise Zone site, and to update members on the Enterprise Zones Programme evaluation review.	including Skills Committee	Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Business Board	documents other than the report and relevant appendices to be published

Skills Committee 7 November 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
51.	University of Peterborough, Delivery Update	Skills Committee	7 November 2022	Decision	To note the progress of the development of the University of	Relevant internal and external stakeholders,	Floss Miller Interim Associate	Councillor Lucy Nethsingha	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	and Future CPCA Role New item				Peterborough, its initial and potential performance against the original business plan objectives and to consider the future role of the CPCA in the further evolution and development of the University and make recommendations to the Combined Authority Board.	including the Business Board	Skills Director	Lead Member for Skills	documents other than the report and relevant appendices to be published.
52.	University of Peterborough Programme Business Case Deferred from September	Skills Committee	7 November 2022	Decision	To consider the Programme Business Case for the University of Peterborough and make recommendations	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices

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

Combined Authority Board 30 November 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
53.	Minutes of the meeting on 28 September 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
54.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
55.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
56.	Approval of Procurement Policy Deferred from July	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Combined Authority's procurement policy	Relevant internal and external stakeholders including the Audit and	Robert Parkin Chief Legal Officer and	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
						Governance Committee	Monitoring Officer		the report and relevant appendices.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
57.	University of Peterborough, Delivery Update and Future CPCA Role New item	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/029	To note the progress of the development of the University of Peterborough, its initial and potential performance against the original business plan objectives	Relevant internal and external stakeholders, including the Business Board	Roger Thompson Director of Housing and Development	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					and to consider the future role of the CPCA in the further evolution and development of the University.				
58.	University of Peterborough – Programme Business Case Deferred from September	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Programme Business Case for the University for Peterborough.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

FP/07/22

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

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

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query. If you aren't sure just leave this blank and we will find the person best able to reply.

